Table B-2. (continued)

(Thousands of US dollars)

	UNDP (1)	UNDP-administered funds (2)	UNFPA (3)	UNICEF (4)	WFP (5)	Regular Budgets (6)	Extra-budgetary (7)	Total development grants (1-7) (8)
Developing Member States								
Lao People's Democratic Republic	8 228	2 250	25	1 448	9 457	973	1 730	24 111
Lebanon	521	0	0	5 011	18 809	487	1 810	26 638
Lesotho	2 695	367	81	612	3 954	977	2 142	10 828
Liberia	2 663	197	618	633	1 493	918	843	7 365
Libyan Arab Jamahiriya	3 228	0	0	0	0	365	5 434	9 027
Liechtenstein	0	0	0	0	0	0	0	0
Madagascar	7 386	61	570	4 228	1 737	894	2 554	17 430
Malawi	9 828	998	638	2 506	24 975	541	8 457	47 943
Malaysia	3 527	0	227	70	0	1 212	510	5 546
Maldives	660	250	198	533	0	702	735	3 078
Mali	9 160	2 673	463	4 404	20 811	906	3 792	42 209
Malta	360	0	0	0	0	59	96	515
Mauritania	5 425	3 244	650	860	4 006	939	2 695	17 819
Mauritius	1 128	9	196	184	1 996	198	156	3 867
Mexico	3 850	1 824	1 451	1 565	16 113	973	2 392	28 168
Mongolia	1 824	40	92	52	0	1 077	143	2 428
Morocco	3 490	3	1 986	1 628	21 786	1 048	1 593	31 534
Mozambique	10 910	1 483	878	11 219	18 543	715	22 501	66 249
Myanmar	11 305	10	69	5 994	0	1 199	2 225	20 802
Nepal	15 988	2 038	288	6 835	6 849	1 834	3 742	37 574
Nicaragua	2 279	888	568	2 128	10 444	1 196	4 203	21 706
Niger	6 909	6 461	794	2 425	6 829	1 167	9 332	33 917
Nigeria	6 222		2 204	9 489	0	1 738	2 605	22 258
Oman	1 462	8	63	124	0	371	70	2 098
Pakistan	10 342	319	1 377	7 831	61 053	1 896	26 787	109 605
Panama	1 476	73	100	(42)	104	629	445	2 785
Papua New Guinea	3 768	67	217	278	0	996	540	5 866
Paraguay	1 221	5	395	306	1 058	212	165	3 362
Peru	5 333	1 022	1 772	2 075	2 906	1 415	5 228	19 751
Philippines	5 889	232	949	4 201	1 424	1 535	2 363	16 593
Poland	1 254	0	354	0	0	725	38	2 371
Portugal	188	0	142	0	0	252	74	656

Table B-2. (continued)

(Thousands of US dollars)

	UNDP (1)	UNDP-administered funds (2)	UNFPA (3)	UNICEF (4)	WFP (5)	Regular Budgets (6)	Extra-budgetary (7)	Total development grants (1-7) (8)
Developing Member States								
Qatar	732	0	0	0	0	22	627	1 381
Romania	435	0	8	0	0	383	13	839
Rwanda	8 103	2 131	655	2 042	1 573	1 086	4 413	20 003
Saint Kitts and Nevis	264	9	19	0	595	94	29	1 010
Saint Lucia	240	533	13	0	2 392	123	12	3 313
Saint Vincent and the Grenadines	516	47	27	0	1 770	66	52	2 478
Samoa	1 483	525	69	0	0	313	277	2 667
Sao Tome and Principe	1 012	120	166	45	2 090	388	423	4 244
Saudi Arabia	5 456	67	0	3	0	361	20 297	26 184
Senegal	5 883	4 142	513	2 652	11 794	754	4 380	30 118
Seychelles	353	23	98	1	140	452	193	1 260
Sierra Leone	6 135	365	606	1 841	447	781	1 103	11 278
Singapore	738	0	0	0	0	307	0	1 045
Solomon Islands	1 195	30	203	0	0	583	301	2 312
Somalia	7 057	2 633	845	3 127	23 432	1 826	3 993	42 913
Sri Lanka	8 664	33	1 214	5 274	6 615	2 000	1 503	25 303
Sudan	3 077	2 141	1 710	12 582	42 547	2 027	16 559	80 643
Suriname	332	0	3	0	0	164	32	531
Swaziland	1 528	(17)	240	358	2 372	552	392	5 425
Syrian Arab Republic	2 777	1	1 208	603	16 949	976	16	22 530
Thailand	5 609	77	1 394	3 553	0	2 014	27 727	40 374
Togo	5 641	1 115	386	708	2 185	590	875	11 500
Trinidad and Tobago	2 226	56	49	0	0	398	290	3 019
Tunisia	2 609	(6)	874	335	15 662	1 076	485	21 035
Turkey	4 605		137	408	1 427	692	3 376	10 645
Uganda	11 203	1 492	774	9 434	15 349	1 235	6 817	46 304
United Arab Emirates	1 326	13	(1)	0	0	47	9	1 394
United Republic of Tanzania	10 042	543	704	12 869	7 730	1 576	12 291	45 755
Uruguay	2 744	38	112	0	0	404	369	3 667
Vanuatu	1 568	19	274	0	(116)	456	334	2 535
Venezuela	2 847	20	125	0	0	579	359	3 930
Viet Nam	21 135	153	4 211	7 146	26 825	2 358	2 252	64 080

Table B-2. (continued)

(Thousands of US dollars)

	UNDP (1)	UNDP-administered funds (2)	UNFPA (3)	UNICEF (4)	WFP (5)	Regular Budgets (6)	Extra-budgetary (7)	Total development grants (1-7) (8)
Developing Member States								
Yemen	6 555	345	694	1 523	6 654	1 212	2 944	19 927
Yugoslavia	1 790	0	119	0	0	211	176	2 296
Zaire	9 689	9	719	5 557	(335)	1 434	1 339	18 412
Zambia	3 531	102	810	2 231	2 893	1 788	11 593	22 948
Zimbabwe	3 524	100	153	2 069	4 789	997	2 615	14 247
Total, developing Member States	651 148	75 740	89 042	330 745	874 669	113 604	386 281	2 521 229
Developing non-member States								
Anguilla	168	4	4	0	0	0	2	178
Bermuda	7	0	0	0	0	0	0	7
British Virgin Islands	97	0	14	0	0	0	10	121
Cayman Islands	237	0	0	0	0	0	34	271
Cook Islands	481	109	46	0	0	197	49	882
Democratic People's Republic of Korea	3 229	12	383	184	0	791	0 1 264	5 863
French Guiana	0	0	0	0	0	16	0	16
French Polynesia	0	0	0	0	0	1	0	1
Guam	0	0	0	0	0	21	0	21
Hong Kong	(1)	0	18	0	0	31	0	48
Kiribati	642	12	45	0	0	217	102	1 018
Marshall Islands	0	0	0	0	0	0	86	86
Montserrat	21	4	4	0	0	0	2	31
Namibia	1 460	1 254	0	0	0	93	401	3 208
Netherlands Antilles	313	0	0	0	0	21	5	339
Niue	133	16	4	0	0	0	0	153
Republic of Korea	2 080	0	263	325	0	1 053	395	4 116
Reunion	0	0	0	0	0	38		38
Saint Helena	67	0	0	0	0	0	0	67
Tokelau Islands	268	7	0	0	0	4	0	279
Tonga	374	67	91	0	0	367	106	1 005

Table B-2. (continued)

(Thousands of US dollars)

	UNDP (1)	UNDP-administered funds (2)	UNFPA (3)	UNICEF (4)	WFP (5)	Regular Budgets (6)	Extra-budgetary (7)	Total development grants (1-7) (8)
Developing non-member States								
Trust Territory of the Pacific Islands	420	40	247	0	0	0	227	934
Turks and Caicos Islands	180	2	4	0	0	0	132	318
Tuvalu	396	16	8	0	0	11	0	431
West Indies	0	0	0	0	0	0	13	13
Total, developing non-member States	10 572	1 543	1 131	509	0	2 861	2 828	19 444
Other, unclassified	0	0	0	0	0	703	18 958	19 661
Total, developing countries	661 720	77 283	90 173	331 254	874 669	117 168	408 067	2 560 334
Total, other countries	2 564	83	0	52 007	0	3 680	3 596	61 930
Total, all countries	664 284	77 366	90 173	383 261	874 669	120 848	411 663	2 622 264
Regional								
Africa	55 390	3 450	7 716	1 269	0	20 626	65 783	154 234
Asia	41 173	1 604	5 265	639	0	17 705	30 670	97 056
Latin America	13 189	1 052	4 159	13 248	0	16 782	21 033	69 463
Middle East	10 533	53	2 679	104	0	20 338	7 797	41 504
Global	17 237	1 512	55	0	0	397	10 277	29 478
Interregional	19 043	9 715	19 897	0	0	75 175	172 164	295 994
Total, inter-country	156 565	17 386	39 771	15 260	0	151 023	307 724	687 729
Not elsewhere classified	1 865	23	0	998	0	0	362	3 248
Grand total	822 714	94 775	129 944	399 519	874 669	271 871	719 749 a/	3 313 241

a/ Includes extrabudgetary expenditures by WFP amounting to $154.5 million.

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Table B-3. Expenditures on operational activities of the United Nations system, by recipient country or region, 1988 (Part II: Loans, relief and other)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Developing Member States									
Afghanistan	8 661	0	(1 475)	0	0	7 186	126	0	100
Albania	2 153	0	0	0	0	2 153	0	0	0
Algeria	7 922	581	0	(13 813)	0	(5 310)	19	2 666	4 730
Angola	24 211	0	0	0	0	24 211	243	0	3 896
Antigua and Barbuda	409	0	0	0	0	409	0	0	0
Argentina	23 812	0	0	139 589	107 200	270 601	569	28 223	1 117
Bahamas	562	0	0	(3 578)	0	(3 016)	33	312	0
Bahrain	883	0	0	0	0	883	7	0	0
Bangladesh	115 872	11 844	259 533	(5 463)	1 300	383 086	51	11 220	159
Barbados	471	0	0	(6 611)	500	(5 640)	0	623	16
Belize	834	429	0	(177)	0	1 086	23	932	0
Benin	12 804	2 106	20 068	0	0	34 978	43	7 020	330
Bhutan	12 834	312	2 010	0	0	15 156	0	362	0
Bolivia	23 045	2 821	108 478	(42 463)	5 500	97 381	58	6 317	0
Botswana	18 168	(287)	(354)	(15 324)	0	2 203	330	1 313	1 695
Brazil	26 623	(921)	0	(725 493)	33 300	(666 491)	1 765	33 340	0
Brunei Darussalam	62	0	0	0	0	62	0	0	0
Bulgaria	2 414	0	0	0	0	2 414	12	0	0
Burkina Faso	28 330	1 988	15 862	0	(100)	46 080	5	3 227	288
Burundi	13 590	1 120	41 622	0	0	56 332	0	9 209	1 853
Cameroon	12 265	2 978	698	(33 386)	4 000	(13 445)	740	12 520	1 996
Cape Verde	17 411	0	1 308	0	0	18 719	21	206	0
Central African Republic	14 322	1 798	38 011	0	0	54 131	0	4 579	1 031
Chad	36 637	0	36 432	0	0	73 069	197	11 400	0
Chile	4 878	0	(809)	101 989	4 000	110 058	39	8 958	10
China	167 184	15 585	536 565	388 413	25 000	1 132 747	7	46 858	4 020
Colombia	15 698	810	(830)	(179 758)	(800)	(164 880)	26	20 247	0
Comoros	6 340	199	1 693	0	0	8 232	8	577	0
Congo	7 346	1 083	349	37 208	0	45 986	706	6 281	727
Costa Rica	5 999	(694)	(194)	(69 073)	(200)	(64 162)	182	1 748	6 605
Côte d'Ivoire	5 910	666	(129)	(183 552)	0	(177 105)	17	8 986	273
Cuba	16 384	805	0	0	0	17 189	0	0	0
Cyprus	1 543	(93)	-0	(28 211)	(200)	(26 961)	13	1 742	15 517

Table B-3. (continued)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Developing Member States									
Czechoslovakia	120	0	0	0	0	120	9	0	0
Democratic Kampuchea	10 355	0	0	0	0	10 355	0	0	592
Democratic Yemen	21 490	2 147	18 233	0	0	41 870	1 736	3 707	0
Djibouti	5 531	78	5 170	0	0	10 779	0	346	1 964
Dominica	1 453	303	296	0	0	2 052	0	0	0
Dominican Republic	4 289	557	(377)	(22 711)	(800)	(19 042)	0	2 647	0
Ecuador	12 386	512	(861)	68 291	0	80 328	0	2 655	0
Egypt	35 266	3 829	10 488	(180 335)	(20 100)	(150 852)	4 219	14 286	834
El Salvador	17 669	693	(658)	(8 812)	0	8 892	1 119	1 018	420
Equatorial Guinea	5 808	310	5 982	0	0	12 100	0	1 436	0
Ethiopia	119 383	5 729	65 307	(12 260)	0	178 159	270	10 926	75 153
Fiji	2 649	0	0	(7 662)	2 000	(3 013)	0	942	0
Gabon	3 624	0	0	6 603	12 000	22 227	480	0	131
Gambia	12 276	1 149	4 246	0	0	17 671	89	2 170	0
Ghana	23 089	3 765	194 786	(23 950)	10 000	207 690	0	24 348	152
Greece	510			(48 299)	0	(47 789)	0	0	2 431
Grenada	689	7	470	0	0	1 166	0	253	0
Guatemala	13 047	560	0	(45 092)	0	(31 485)	14	306	954
Guinea	18 632	416	45 321	(15 773)	4 500	53 096	283	19 246	0
Guinea-Bissau	11 595	1 430	15 983	0	0	29 008	32	3 673	0
Guyana	3 190	21	(397)	0	0	2 814	0	0	0
Haiti	14 552	2 727	16 621	0	0	33 900	0	7 102	150
Honduras	22 143	880	(1 476)	(27 380)	0	(5 833)	0	1 110	14 574
Hungary	1 502	0	0	158 152	5 600	165 254	31	12 682	0
Iceland	44	0	0	(6 209)	0	(6 165)	0	0	6
India	165 679	17 434	714 982	777 284	31 000	1 706 379	1 163	26 951	4 054
Indonesia	45 676	13 501	(11 317)	584 969	10 200	643 029	120	267 331	1 866
Iran (Islamic Republic of)	7 246	0	0	(113 886)	0	(106 640)	7	0	22 741
Iraq	4 341	0	0	(13 487)	0	(9 146)	892	0	0
Jamaica	7 211	750	0	(59 237)	1 200	(50 076)	325	6 879	4
Jordan	11 949	(1 417)	(1 611)	(11 553)	(13 700)	(16 332)	2	2 844	0
Kenya	18 980	838	125 531	(142 571)	(6 000)	(3 222)	0	11 601	3 185

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Table B-3. (continued)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Developing Member States									
Kuwait	1 634	0	0	0	0	1 634	72	0	0
Lao People's Democratic Republic	24 111	1 719	9 596	0	0	35 426	0	272	783
Lebanon	26 638	0	0	(10 480)	0	16 158	1 034	0	408
Lesotho	10 828	920	6 077	0	0	17 825	116	4 727	555
Liberia	7 365	1 013	339	51	7 500	16 268	286	764	357
Libyan Arab Jamahiriya	9 027	0	0	0	0	9 027	5 370	0	10
Madagascar	17 430	1 812	74 225	(4 399)	800	89 868	26	17 095	2
Malawi	47 943	2 606	57 957	(7 366)	2 300	103 440	159	11 776	37 703
Malaysia	5 546	0	0	(104 220)	(300)	(98 974)	225	11 964	5 834
Maldives	3 078	1 316	562	0	(100)	4 856	0	623	1
Mali	42 209	4 105	55 266	0	0	101 580	130	10 928	0
Malta	515	0	0	0	0	515	0	0	29
Mauritania	17 819	2 577	27 761	(15 980)	0	32 177	40	5 804	0
Mauritius	3 867	2 423	(340)	(1 929)	2 500	6 521	0	1 217	5
Mexico	28 168	(1 003)	0	100 723	57 300	185 188	1 052	15 893	7 965
Mongolia	2 428	0	0	0	0	2 428	0	0	0
Morocco	31 534	(1 836)	(992)	29 511	(4 200)	54 017	281	21 759	136
Mozambique	66 249	0	43 235	0	0	109 484	1	1 084	3 206
Myanmar	20 802	0	58 380	0	0	79 182	181	1 291	1
Nepal	37 574	7 261	77 977	0	0	122 812	552	12 878	69
Nicaragua	21 706	0	0	(7)	0	21 699	0	0	3 788
Niger	33 917	453	81 471	0	0	115 841	1 237	9 803	43
Nigeria	22 258	280	(1 443)	(185 066)	2 200	(161 771)	572	31 646	318
Oman	2 098	0	0	(7 016)	0	(4 918)	51	1 502	0
Pakistan	109 605	3 468	83 822	190 192	(18 000)	369 087	2 221	34 396	65 133
Panama	2 785	641		(653)	0	2 773	240	1 196	0
Papua New Guinea	5 866	(25)	(1 253)	11 817	0	16 405	40	8 815	2 507
Paraguay	3 362	44	(1 240)	(55 086)	(300)	(53 220)	0	1 234	0
Peru	19 751	3 061	0	(413)	(2 900)	19 499	2 332	3 729	0
Philippines	16 593	(1 948)	1 820	(313 416)	1 200	(295 751)	1 015	9 640	6 611
Poland	2 371	0	0	0	0	2 371	28	0	0

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Table B-3. (continued)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Developing Member States									
Portugal	656	0	0	(88 620)	(12 700)	(100 664)	15	2 703	657
Qatar	1 381	0	0	0	0	1 381	615	0	0
Romania	839	0	0	(1 180 393)	0	(1 179 554)	3	0	0
Rwanda	20 003	3 113	27 588	0	(500)	50 204	240	10 021	4 007
Saint Kitts and Nevis	1 010	0	0	0	0	1 010	0	0	0
Saint Lucia	3 313	56	0	0	0	3 369	0	0	0
Saint Vincent and the Grenadines	2 478	0	618	0	0	3 096	0	363	0
Samoa	2 667	61	834	0	0	3 562	0	139	0
Sao Tome and Principe	4 244	587	6 969	0	0	11 800	0	1 935	0
Saudi Arabia	26 184	0	0	0	0	26 184	19 717	0	230
Senegal	30 118	2 017	58 310	(18 790)	7 100	78 755	21	12 148	1 506
Seychelles	1 260	0	0	(204)	0	1 056	0	0	0
Sierra Leone	11 278	63	841	(401)	0	11 781	230	825	167
Singapore	1 045	0	0	(19 328)	0	(18 283)	0	0	464
Solomon Islands	2 312	450	1 201	0	0	3 963	0	424	0
Somalia	42 913	2 804	21 689	0	0	67 406	314	12 362	36 295
Sri Lanka	25 303	3 196	48 484	(6 662)	(15 700)	54 621	39	10 335	6 468
Sudan	80 643	6 631	113 390	(10 892)	0	189 772	1 698	16 304	39 339
Suriname	531	0	0	0	0	531	0	0	0
Swaziland	5 425	699	(204)	(8 669)	1 000	(1 749)	0	266	3 895
Syrian Arab Republic	22 530	2	0	(2 516)	0	20 016	16	0	0
Thailand	40 374	(821)	(806)	(764 406)	25 400	(700 259)	0	7 340	29 875
Togo	11 500	1 088	45 700	(639)	700	58 349	0	6 238	129
Trinidad And Tobago	3 019	0	0	(8 776)	19 600	13 843	157	0	0
Tunisia	21 035	1 128	(1 638)	(26 232)	6 500	793	71	3 836	164
Turkey	10 645	989	(5 171)	(176 323)	58 300	(111 560)	2 667	31 853	4 457
Uganda	46 304	2 567	68 160	(6 145)	2 800	113 686	171	11 840	6 614
United Arab Emirates	1 394	0	0	0	0	1 394	9	0	0
United Republic of Tanzania	45 755	1 577	124 458	(43 051)	0	128 739	3 650	19 979	3 758
Uruguay	3 667	0	0	(1 025)	12 900	15 542	108	430	4
Vanuatu	2 535	0	381	0	0	2 916	0	21	0

Table B-3. (continued)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Developing Member States									
Venezuela	3 930	0	0	(7 079)	21 500	18 351	184	0	0
Viet Nam	64 080	0	(448)	0	0	63 632	70	0	3 201
Yemen	19 927	2 558	24 532	0	(3 600)	43 417	1 107	8 065	317
Yugoslavia	2 296	0	0	(595 656)	(27 000)	(618 360)	7	3 087	2 118
Zaire	18 412	1 243	116 625	(11 859)	(1 500)	122 921	150	31 547	7 169
Zambia	22 948	3 187	5 437	815	5 000	37 387	780	7 790	4 268
Zimbabwe	14 247	2 878	4 979	(33 392)	(1 800)	(13 088)	0	8 654	3 471
Total, developing Member States	2 521 229	164 389	3 508 706	(3 165 601)	361 400	3 382 043	65 331	1 881 866	467 611
Dependencies non-member States									
Anguilla	178	0	0	0	0	178	0	0	0
Aruba	0	0	0	0	0	0	0	0	0
Bermuda	7	0	0	0	0	7	0	0	0
British Virgin Islands	121	0	0	0	0	121	0	0	0
Cayman Islands	271	0	0	0	0	271	0	0	0
Cook Islands	882	0	0	0	0	882	0	0	0
Democratic People's Republic of Korea	5 863	0	0	0	0	0 5 863	0	0	0
French Guiana	16	0	0	0	0	16			
French Polynesia	1	0	0	0	0	1	0	0	0
Guam	21	0	0	0	0	21	0	0	0
Holy See		0	0	0	0	0	0	0	0
Hong Kong	48	0	0	0	0	48	0	0	8 791
Kiribati	1 018	0	0	0	0	1 018	0	0	0
Marshall Islands	86	0	0	0	0	86			
Martinique		0	0	0	0	0	0	0	0
Monaco		0	0	0	0	0	0	0	0
Montserrat	31	0	0	0	0	31	0	0	0

/...

Table B-3. (continued)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Developing non-member States									
Namibia	3 208	0	0	0	0	3 208	0	0	1 042
Nauru	0	0	0	0	0	0	0	0	0
Netherlands Antilles	339	0	0	0	0	339	0	0	0
Niue	153	0	0	0	0	153	0	0	0
Republic of Korea	4 116	0	(2 528)	(1 194 335)	(100)	(1 192 847)	40	14 532	125
Reunion	38	0	0		0	38	0	0	0
San Marino	0	0	0		0	0	0	0	0
St. Helena	67	0	0		0	67	0	0	0
Taiwan	0	0	0		0	0	0	0	0
Tokelau	279	0	0		0	279	0	0	0
Tonga	1 005	1	1 426		0	2 432	0	0	0
Trust Territory the Pacific Islands	954	0	0		0	954	0	0	0
Turks and Caicos Islands	318	0	0		0	318	0	0	0
Tuvalu	431	0	0		0	431	0	0	0
West Indies	13	0	0		0	13	13		0
Total, developing non-member States	19 444	1	(1 102)	(1 194 335)	(100)	(1 176 092)	53	14 532	9 958
Other, unclassified	19 661	0	(3)	(129 216)	0	(109 558)	223	0	46 511
Total, developing countries	2 560 334	164 310	3 499 601	(4 489 152)	361 300	2 096 393	65 607	1 096 398	524 081
Total, other countries	61 930	0	4 059	1 206	0	67 195	1 174	1 319	2 133
Total, all countries	2 622 264	164 310	3 503 660	(4 487 946)	361 300	2 163 588	66 781	1 097 717	526 214
Regional									
Africa	154 234	3 971				158 205	0	0	0
Asia	97 056	2 008				99 064	0	0	0
Latin America	69 463	891				70 354	0	0	0

/...

Table B-3. (continued)

(Thousands of US dollars)

	Total development grants (B-2) (1)	IFAD (2)	IDA (3)	World Bank (4)	IFC (5)	Total (1-5) (6)	Memo item: Self-supporting expenditure (7)	Memo item: World Bank/IDA technical assistance (8)	Memo item: Relief and related grants (9)
Regional									
Middle East	41 504	423				41 927	0	0	0
Global	29 478					29 478	0	0	0
Interregional	295 994					295 994	0	0	0
Total, inter-country	687 729	7 293	0	0	0	695 022	0	0	0
Not elsewhere classified	3 248	12 900	2 781	(92 393)	0	(73 464)	218	207	251 491
Grand total	3 313 241	184 503	3 506 441	(4 580 339)	361 300	2 785 146	66 999	1 097 924	777 705

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Table B-4. Expenditures on operational activities of the United Nations system, regional summary, 1988

(Thousands of US dollars)

	UNDP (1)	UNDP-administered funds (2)	UNFPA (3)	UNICEF (4)	WFP (5)	Regular budget and extra-budgetary (6)	Total development grants (1-6) (7)	IFAD (8)	IDA (9)	Total (7-9) (10)	Memo item: Self-supporting (11)
AFRICA											
Country	283 548	59 072	29 327	147 977	347 530	272 880	1 140 334	78 459	1 632 285	2 851 078	19 578
Regional	55 390	3 450	7 716	1 269	0	86 409	154 234	3 971	0	158 205	0
Subtotal	338 938	62 522	37 043	149 246	347 530	359 289	1 294 568	82 430	1 632 285	3 009 283	19 578
ASIA AND PACIFIC											
Country	216 151	7 991	40 577	150 869	376 615	151 242	943 445	64 326	1 698 577	2 706 348	6 205
Regional	41 173	1 604	5 265	639	0	48 375	97 056	2 008	0	99 064	0
Subtotal	257 324	9 595	45 842	151 508	376 615	199 617	1 040 501	66 334	1 698 577	2 805 412	6 205
AMERICAS											
Country	114 211	9 164	13 103	18 999	106 974	49 402	311 853	13 059	119 641	444 553	8 274
Regional	13 189	1 052	4 159	13 248	0	37 815	69 463	891	0	70 354	0
Subtotal	127 400	10 216	17 262	32 247	106 974	87 217	381 316	13 950	119 641	514 907	8 274
EUROPE											
Country	11 907	61	1 670	408	286	16 827	31 159	896	(5 171)	26 884	2 972
Regional	0	0	0	0	0	0	0	0	0	0	0
Subtotal	11 907	61	1 670	408	286	16 827	31 159	896	(5 171)	26 884	2 972
WESTERN ASIA											
Country	35 903	995	5 496	13 001	43 264	34 884	133 543	7 570	54 269	195 382	28 578
Regional	10 533	53	2 679	104	0	28 135	41 504	423	0	41 927	0
Subtotal	46 436	1 048	8 175	13 105	43 264	63 019	175 047	7 993	54 269	237 309	28 578
Interregional, global, other countries and not elsewhere classified	40 709	11 333	19 952	53 005	0	265 651	390 650	12 900	6 840	410 390	1 392
Total	822 714	94 775	129 944	399 519	874 669	991 620	3 313 241	184 503	3 506 441	7 004 185	66 999

/...

Table B-5. Expenditures on grant-financed development activities, by organization or agency of the United Nations system and other entities, 1988

(Thousands of US dollars)

	Total	UNDP	UNDP-administered funds	UNFPA	UNICEF	WFP	Regular budgets	Extra-budgetary
United Nations								
UN/DTCD	145 179	93 990	3 363	21 003	0	0	7 259	19 564
ECA	14 560	6 546	320	3 243	0	0	1 213	3 238
ECE	604	308	0	296	0	0	0	0
ECLAC	9 929	1 909	25	1 818	0	0	681	5 496
ESCAP	16 749	6 691	160	1 417	0	0	1 129	7 352
ESCWA	2 002	201	22	609	0	0	1 105	65
UNCHS	18 204	16 050	614	0	0	0	781	759
UNCTAD	11 790	8 881	850	0	0	0	621	1 438
UNCTC	1 670	0	0	0	0	0	0	1 670
UNEP	19	0	0	19	0	0	0	0
Subtotal	220 706	134 576	5 354	28 405	0	0	12 789	39 582
FAO	342 601	154 961	7 594	2 332	0	0	26 904	150 810
IAEA	37 461	2 943	0	0	0	0	26 810	7 708
ICAO	46 408	37 500	438	0	0	0	0	8 470
ILO	116 606	57 331	1 738	7 623	0	0	11 643	38 271
IMO	13 714	5 207	65	0	0	0	394	8 048
ITC	28 232	12 477	20	0	0	0	0	15 735
ITU	31 338	22 190	0	0	0	0	597	8 551
WHO	417 266	20 232	293	21 757	0	0	179 251	195 733
WIPO	8 165	3 062	183	0	0	0	2 789	2 131
WMO	23 699	13 169	0	0	0	0	588	9 942
WTO	1 519	1 519	0	0	0	0	0	0
World Bank	61 400	56 318	5 082	0	0	0	0	0
WFP	874 669	0	0	0	0	874 669	0	0
UNDP a/	140 131	89 014	50 003	1 114	0	0	0	0
UNESCO	76 726	30 732	22	7 631	0	0	6 656	31 685
UNFPA	28 579	0	15	28 564	0	0	0	0
UNICEF	402 770	0	3 103	148	399 519	0	0	0
UNIDO	117 169	76 676	1 009	2	0	0	2 513	36 969
UPU	3 484	2 164	0	0	0	0	937	383
Other b/	192 940	7 966	970	18 273	0	0	0	165 731
Governments	127 658	94 677	18 886	14 095	0	0	0	0
TOTAL	3 313 241	822 714	94 775	129 944	399 519	874 669	271 871	719 749

Source: DP/1989/60, annex II, table 1.

a/ Includes OPS, UNV, UNRFNRE, UNFSSTD and UNSO.
b/ Includes NGOs (mostly for UNFPA); AfDB, AsDB and AFESD.

/...

Table B-6. Expenditures of the United Nations system on grant-financed development activities, by sector, 1988

(Thousands)

ACC programme classification categories	Percentage of total	Total	UNDP	UNDP-admin. funds	UNFPA	UNICEF	WFP	Regular budgets	Extra-budgetary
01 Political affairs	0	6 944	247	0	0	0	0	3	6 694
02 General development issues, policy and planning	7	217 010	129 248	7 270	0	46 946	0	10 062	23 484
03 Natural resources	5	167 717	99 878	27 568	0	634	0	8 579	31 058
04 Agriculture, forestry and fisheries	21	711 133	179 352	16 626	0	7 146	372 915	23 317	111 777
05 Industry	5	158 664	102 263	3 064	0	0	5 068	8 236	40 033
06 Transport and communications	5	166 977	97 409	13 456	0	0	22 264	2 679	31 169
07 International trade and development finance	1	45 151	18 007	1 488	0	0	0	944	24 712
08 Population	4	136 995	905	349	129 944	71	0	750	4 976
09 Human settlements	1	32 480	16 125	2 269	0	249	11 904	781	1 152
10 Health	26	869 630	33 649	7 480	0	241 571	198 187	187 784	200 959
11 Education	3	105 962	37 104	1 711	0	30 559	22 357	1 943	12 288
12 Employment	3	84 734	39 573	1 048	0	7 628	0	9 393	27 092
13 Humanitarian aid and relief	13	424 123	5 972	2 462	0	29 867	241 966	99	143 757
14 Social conditions and equity	2	49 756	10 373	4 105	0	27 186	0	2 457	5 635
15 Culture	1	27 287	5 221	1 398	0	7 662	0	2 805	10 201
16 Science and technology	2	81 088	47 388	4 417	0	0	0	10 943	18 340
17 Unspecified	1	27 590	0	64	0	0	8	1 096	26 422
TOTAL	100	3 313 241	822 714	94 775	129 944	399 519	874 669 a/	271 871	719 749 b/

Source: DP/1989/60, table 3; UNICEF interim financial report and statements for the year ended 31 December 1988; WFP.

a/ Regarding WFP, see footnote (c) of table B-1.

b/ Includes $66.999 million of expenditures from government "self-supporting" funds, $11.265 million and $154.466 million extrabudgetary expenditures from UNFPA and WFP, respectively..

Table B-7. Expenditures on operational activities of the United Nations system, by country economic or special status categories, 1988

(Thousands of US dollars)

	Gross National Product (GNP) per capita a/													
	Total for countries	%	$250 and below	%	$251-500	%	$501-1000	%	$1001-2500	%	Over $2500	%	Land-locked countries	%	Least developed countries	%
Population	5 111 000	100	295 100	6	2 571 530	50	245 420	5	584 600	11	986 790	19	147 230	3	408 710	8
UNDP	661 720	100	154 342	23	250 054	38	81 089	12	91 543	14	32 957	5	142 702	22	271 866	41
UNDP a.f.	77 283	100	22 425	29	30 524	39	9 268	12	5 216	7	239	0	26 611	34	57 288	74
UNFPA	90 173	100	10 740	12	48 303	54	13 236	15	10 799	12	1 252	1	8 944	10	21 896	24
UNICEF	331 254	100	100 993	30	172 026	52	26 542	8	19 118	6	1 438	0	49 087	15	144 176	44
WFP	874 669	100	224 204	26	389 084	44	97 319	11	124 728	14	1 588	0	132 237	15	340 256	39
Regular budget and extrabudgetary	525 235	100	135 580	26	166 223	32	66 729	13	66 729	13	65 894	13	100 968	19	225 050	43
Total developments grants	2 560 334	100	528 048	21	1 031 062	40	294 713	12	259 867	10	51 982	2	423 723	17	961 123	38
IFAD net disbursements	164 310	100	41 897	25	91 096	55	22 693	14	235	0	518	0	36 561	22	72 847	44
IDA net transfers	3 499 601	100	927 585	27	2 337 094	67	200 903	6	(9 988)	(0)	(2 531)	(0)	634 285	18	1 420 994	41
TOTAL	6 224 245	100	1 497 530	24	3 459 252	56	518 309	8	250 114	4	49 969	1	1 094 569	18	2 454 964	39
Self-supporting	65 607	100	5 812	9	11 052	17	10 979	17	7 370	11	27 219	41	4 140	6	11 281	17

a/ GNP information not available for all countries.

.../

Table B-8. Per capita expenditures of the United Nations system on operational activities, by country economic or special status categories, 1988

(Cents per capita)

	Gross national product per capita							
	Total for countries	$250 and below	$251-500	$501-1000	$1001-2500	Over $2500	Land-locked countries	Least developed countries
UNDP	12.9	23.3	37.8	12.3	13.8	5.0	21.6	41.1
UNDP a.f.	1.5	29.0	39.5	12.0	6.7	0.3	34.4	74.1
UNFPA	1.8	11.9	53.6	14.7	12.0	1.4	9.9	24.3
UNICEF	6.5	30.5	51.9	8.0	5.8	0.4	14.8	43.5
WFP	17.1	25.6	44.5	11.1	14.3	0.2	15.1	38.9
Regular budget and extrabudgetary	10.3	25.8	31.6	12.7	12.7	12.5	19.2	42.8
Total developments grants	50.1	146.2	258.9	70.8	65.3	19.8	115.1	264.8
IFAD and IDA	71.7	52.0	122.2	19.6	-0.1	0.2	40.4	84.9
TOTAL	121.8	198.2	381.1	90.3	65.2	20.1	155.5	349.7
Self-supporting	1.3	8.9	16.8	16.7	11.2	41.5	6.3	17.2

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Item 83 of the preliminary list*
OPERATIONAL ACTIVITIES FOR DEVELOPMENT

ECONOMIC AND SOCIAL COUNCIL
Second regular session of 1991
OPERATIONAL ACTIVITIES FOR DEVELOPMENT

Operational activities of the United Nations system

Note by the Secretary-General

Addendum

1. In paragraph 10 of its resolution 44/171 of 19 December 1989, the General Assembly requested the Director-General for Development and International Economic Cooperation to include in his 1991 report on operational activities for development of the United Nations system a separate chapter on United Nations efforts to integrate women in development, both as a mainstream and specific activity of the United Nations system. The requested chapter is contained in section III of the annual report and this addendum provides further information on the subject.

2. In paragraph 7 of its resolution 45/188 of 21 December 1990, the General Assembly requested the Director-General to include in his annual report on operational activities for development, a section on the activities being undertaken by the United Nations system to promote entrepreneurship in economic development.

3. Section IV of the annual report contains brief fact sheets on the activities in this field of 17 organizations and entities of the United Nations system.

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* A/46/50.

READEX FICHE

ANNEX

Report of the Director-General for Development and International Economic Cooperation on Operational Activities

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I. WOMEN IN DEVELOPMENT

A. General issues

1. This section of the addendum summarizes the information and assessment of issues of women in development in the United Nations system, which was provided to the office of the Development and International Economic Cooperation (DIEC), and supplements section B of the annual report. More complete information is contained in a report by DIEC, which is available in English only.

2. How best to deliver programmes for women has been a much debated issue. The concept of mainstreaming women in development, i.e. the integration of women as participants in and beneficiaries of mainstream programmes and projects, has gained ground over previous programme policies directed exclusively at women. Gender-sensitive mainstream projects are considered a more effective way of reaching large numbers of women and ensuring them significant benefits.

3. An analysis of the mandates of United Nations agencies relating to women in development reveals their diversity. a/ The role of mandates vary in their extent and importance. There has been success by agencies in establishing clear-cut mandates, but implementing programmes and projects related to women in development has been more difficult.

4. Within the United Nations system effective institutional arrangements and procedures for implementation of projects on women in development are in place. Institutional mechanism used to translate mandates into action include Divisions on women in development, focal points and task forces.

5. An increasing number of units and focal points were established in various organizations. Their function is to ensure that issues related to women in development are fully and effectively incorporated into the policy framework of programmes, and in all operational activities of their organization. Focal points can vary in size from a single staff member to established units, depending on the availability of resources and the policy emphasis of the organization. At present, there are a total of 80 focal points in the United Nations system. An apparent drawback to the effectiveness of focal points throughout much of the system is that many are assigned this function in addition to other professional duties.

6. One of the effective tools for the promotion of women in development is training of staff and national officials responsible for operational activities. Although data on evaluations of such training are limited, there are indications from interviews carried out with different agencies that United Nations staff generally still lack sufficient expertise, awareness, and experience on issues relating to women in development.

7. Coordination at the system level of the United Nations includes an Ad Hoc Inter-Agency Meeting on Women, which meets annually, chaired by the Division for the Advancement of Women in CSDHA (Vienna) that serves as the focal point for women in the United Nations system, and the Ad Hoc Inter-Agency Meeting on Women which reports to the Administrative Committee on Coordination (ACC).

8. At the organizational level, the effectiveness of women in development depends on the level and degree of institutional support, and human and financial resources. The record of financial outlays of regular programmes is uneven; activities related to women in development are not given sufficient financial resources and staff, which leads to excessive reliance on extrabudgetary resources.

9. As concerns operational activities, effective allocation of resources for women in development often depends on whether planners pay heed to the needs and priorities of the target population, and on the awareness of programme and project planners of the issues. Mainstream development projects that respond to the needs of women have been judged more successful by securing financial allocations to sectors, such as health, education, credit, employment, than projects which fail to address these concerns.

10. The Human Development reports of UNDP for 1990 and 1991 analyse the linkages between economic growth and human progress. The 1991 report adjusts the Human Development Index, the gender factor in 30 countries for which data are available. In those countries, it reveals a significant lower index for women. b/ Improving women's index is particularly important in countries which had to cut back social programmes in the context of structural adjustment programmes.

11. Statistics from many countries indicate that the role of women is undergoing a transformation. Some of the factors responsible for the change include shifting economic conditions; the impact of structural adjustment policies; demographic changes; and increased migration, particularly the enormous rise in refugees. c/ There has been an increase in the number of households headed by females. Globally one out of three households is headed by women, a fact that has led to many alterations in female roles and activities. These changing roles are not always recognized. Decades of development operation have not altered these realities. This is evident across all economic and social sectors - in terms of access to education, to food and health care, to income and property. For example, despite significant increases in primary and secondary school enrolment in developing countries in the past three decades, literacy rates for women are still only two thirds those for men.

12. All too often, women's activities still remain outside the mainstream of development policy, plans and programmes. Although women are the centre of the family and are active participants and partners in development, they often remain outside the formal framework of projects and programmes concerning the entire family. Since women as producers are often concentrated in the

informal sector, large-scale projects often tend to neglect their role and needs as development agents.

13. For women in development through mainstreaming to be effective, the entire system of United Nations organizations must be mobilized into comprehensive action. Dynamic recognition of the women's role in the development process, and even greater inter-agency collaboration and coordination is an important prerequisite for successful delivery of programmes to target populations at the grass roots. It would also result in the better use of limited human and material resources.

14. Among the steps which were taken so far are to translate women in development issues into operational activities are the following:

(a) The establishment of institutions and procedures, including training of both staff and national counterparts;

(b) Strengthened institutional mechanisms for ensuring that gender issues are included in policies and programming;

(c) Guidelines for project formulation, implementation, monitoring and evaluation, taking into account women's issues by most United Nations agencies;

(d) Training to achieve greater sensitivity concerning the issue, remains an important priority;

(e) At the country level project documents of some organizations include specific sections on women in development objectives, and some organizations are including gender-sensitive dimensions in project design.

15. A number of organizations have conducted internal evaluations of women in development activities and these conclusions were reached: (a) insufficient efforts are made to take special needs of women into account in project design, and women are seldom considered a target group; (b) a problem in integration of women in development appears to be lack of recognition and awareness of women's role in development and inadequate know-how to make operational issues of women in development in mainstream programming, due in part to inadequate staff training and non-implementation of existing guidelines, instructions and procedures; (c) many agencies do not have mandatory reporting on women in development although in some organizations efforts are underway in this regard.

16. Experience shows that at the national level, institutional capacity of women in development is essential for ensuring that issues are identified and targeted in national development programmes. It is important to guard against their marginalization by isolating such mechanisms from key decision-making processes. To mainstream women in development effectively into the principal sectoral ministries, it must be integrated into the decision-making process involving senior policy matters.

17. National statistical services still collect too little data on the economic contribution, productivity and income of women. More data on work and employment should be gathered, taking explicit account of all economic activities. Income, employment, wage and industrial and agricultural statistics disaggregated by sex need to be made generally available. Other priorities are developing integrated statistics on rural income, production and access to resources and services disaggregated by sex. The capabilities of national institutions concerned with statistics and women's issues should be improved to implement this work in the regular statistical programmes and to make effective use of these statistics in the policy planning process.

18. So far, organizations of the United Nations system keep inadequate gender-disagreggated data on women in mainstream activities. None the less, some progress was achieved in this area. The United Nations Statistical Office, with UNFPA as a funding agency, has developed a database (Women's Indicators and Statistics and Indicators Microcomputer Data Base (WISTAT)), which is increasingly recognized as the leading data programme for the United Nations system, and as a framework for developing national databases. A new type of international statistical publication is to appear shortly. d/

B. Thematic issues

1. Education

19. In paragraph 10 of its resolution 44/171, the General Assembly specifically called for information on the thematic issues. A summary of extensive information provided by all organizations and entities of the United Nations system is provided below.

20. While United Nations figures show a substantial rise in the number of girls enrolled in school in the past 30 years, this increase has so far failed to eliminate the broad disparity between the sexes. Basic elementary education is not yet available to a large percentage of the world's children, and in this matter girls are particularly disadvantaged. Although there have been great gains in literacy worldwide, women continue to have lower literacy rates than men. In developing countries, on average about half the women are illiterate compared to one third of men. And about two thirds of adult women, compared to half the men, have not attended school at all.

21. Continued progress in women's education is central to ensuring better access to employment opportunities, better family planning, health and nutrition. Progress in this realm can be the harbinger of expanding opportunities in the future. The United Nations system is focusing on this important issue. In March 1990 UNESCO, UNICEF, UNDP and the World Bank held a World Education Conference on the theme of education, and the constraints were examined. One of the main themes of the World Conference on Women, to be held in 1995, is the eradication of female illiteracy by the year 2000.

22. By preparing women for productive employment and providing them with the means to upgrade and adopt their skills to rapidly changing requirements the range of opportunities is being enlarged leading to gainful employment and increasing responsibilities. Particularly through ILO, the United Nations system is carrying out activities to enhance the career opportunities of women in the work place.

2. Health

23. There is a growing recognition that women's health, and their role in promoting health care, are the key to better health for everyone. Yet the general information available indicates that in much of the world women are at a disadvantage to men in terms of most health indicators. Failure to give women medical attention similar to men and to provide them with comparable food and social services result in fewer women surviving. When given the same care as men, females tend to have better survival rates. e/

24. Although in terms of life-span expectancy the average female lives longer, female babies born in poorer countries have a shorter life than those in developed countries. Repeated childbearing, short birth intervals and pregnancy at an early age also adversely affect women's health. In addition, the pressures negatively impacting their health extend to their offspring. The impact of AIDS is placing an increasing stress on women, a situation exacerbated by reduced allocations to health in the majority of developing countries. f/

25. Health programmes are recognizing that target groups most at risk are women in childbearing age and children. Major changes in government health programmes are underway to give greater emphasis to primary health care and community-based health systems with support by WHO and UNICEF. UNICEF with its focus on the girl child is addressing their health needs and stressing water and sanitation programmes and their management by women. g/ Many United Nations agency programmes - particularly UNICEF and the World Bank - are increasingly addressing female nutrition. ILO focuses on women's work-related health hazards that often are compounded by the stress and exhaustion deriving from conflicting time pressure arising from family, work and household tasks.

3. Population

26. As mentioned in section I.A, the question of putting in place policies and programmes designed to reduce population growth rates in the many developed countries where they are judged to be too high is central to sustainable development. Unchecked population growth intensifies the strain on the environment on limited natural resources, and on various social programmes such as education and health.

27. The United Nations system is addressing these issues. WHO and UNFPA have convincingly demonstrated the effectiveness of the multilateral and

multisectoral approach in health and population matters, including family planning and maternal and child health care programmes. UNFPA devotes approximately 50 per cent of its resources to family planning. Family planning not only helps to reduce fertility levels, but also helps to improve women's health, as well as the health of their offspring. It gives women more time for education and training, and to participate in economically productive activities.

4. Environment

28. The issue of women and the environment has received renewed attention in the past 10 years. h/ It is clear that women, as managers of the world's resources, play a key role in their preservation, particularly since in developing countries they produce about 50 per cent of the food, as a result of their role in agriculture (as much as 75 per cent in Africa). The marginal resources available to poor rural women are being further depleted, in some areas, by the negative effects of environmental degradation (for example, desertification, soil erosion, deforestation, overgrazing).

29. Many United Nations agencies have begun implementing programmes on women and the environment. UNEP is making special efforts to support women in the context of the environment. The impact of such United Nations programmes are still limited because of the paucity of financial allocations earmarked.

5. Employment

30. Globally, a larger proportion of the female-labour force is unemployed and underemployed; the wage gap between men and women remains substantial; and occupational segregation is an important issue, because it is at the root of inequality of pay between the sexes. Despite the increase in employment of women globally, including their entry into the paid labour force in large numbers, women are disproportionately represented in low-skilled, low-paying jobs. Women are often concentrated in the informal sector, where they play an important economic role, yet are still not fully recognized and incorporated into the mainstream economy. Moreover, the impact of structural adjustment policies in developing countries has led many women to fall back into poverty. The issue of employment, including rural self-employment, vocational training remains an important priority. Unemployment, low pay and unskilled work condemn women to impoverishment.

31. Most United Nations organizations have programme components dealing with some aspects of female employment, self-employment or training schemes. Innovative development programmes are being designed to respond to women's special needs, mainly by ILO, UNIDO and UNDP. ILO, which has an overall responsibility for employment issues within the United Nations system, promotes equal access for women to employment through research, advisory services and technical cooperation. The latter are aimed especially at poor women, providing survival strategies through programmes related to employment

training and organization. Programmes and projects giving support to women as agricultural producers are growing, especially those by FAO; female access to credit is being increasingly addressed by many agencies, including IFAD, ILO, the World Bank and UNDP; the World Bank and IFAD are funding programmes providing agricultural extension services to women, and FAO has training programmes for female extension workers; and employment or vocational training programmes for women are also on the rise. Rural employment is being addressed largely by the World Food Programme (WFP) where 80 per cent of beneficiaries of the Food-for-Work programme are women (the female component of which is currently valued at $823 million a year with the programme comprising two thirds of all WFP aid).

6. Participation in decision-making

32. The economic advancement of women is closely interrelated with their full participation in the decision-making process of national policy formulation, planning and programming. Future progress in this realm is largely the purview of national governments. The United Nations system, through programmes of technical cooperation, can contribute by ensuring that women issues are addressed at all phases of programmes and projects, by including women in these processes, and by sensitizing the responsible persons to these questions. For example, ILO, UNIDO and UNDP focus on female management training and increasing female membership in training unions in some of their programmes. However, statistics on female representation at higher levels of management show how much more work needs to be done in this area.

33. In this respect, it might be interesting to provide an overview of women professional staff in the United Nations system. The table below compares women professional staff in 1986 and 1989 by location (Headquarters, other offices - usually field offices, and in projects). The data show that at headquarters the percentage of women professional staff increased from 23.4 per cent to 25.9 per cent and that total women staff increased from 19.1 per cent to 22.2 per cent for the system as a whole.

Women professional staff in United Nations system:
1986 and 1989, by organizational location

Category	Year	Headquarters	Other offices	Project	Total
Women staff	1986	2 016	981	610	3 607
Total staff		8 594	4 867	5 370	18 831
Percentage of women		23.4	20.1	11.3	19.1
Women staff	1989	2 249	1 229	766	4 234
Total staff		8 669	5 297	5 067	19 033
Percentage of women		25.9	23.0	15.1	22.2

Source: Based on CCAQ (PER) Personnel Statistics for 1986 and 1989.

II. ENTREPRENEURSHIP

A. Background

34. By its resolution 41/182 on indigenous entrepreneurs in development adopted on 8 December 1986, the General Assembly underlined the role and responsibility of each Government to promote development and to provide an environment conducive to it, and noted that indigenous entrepreneurs can play a crucial and positive role in mobilizing resources and in promoting economic growth. Furthermore, the Assembly invited the Secretary-General and all relevant organs of the United Nations system to support, among other things, the efforts of States in encouraging the activities of their indigenous entrepreneurs.

35. In 1990, the Economic and Social Council drew up a draft resolution on the role of entrepreneurship, and by its decision 1990/265, recommended that the General Assembly consider the draft at its forty-fifth session. At its forty-fifth session, the General Assembly had before it, in addition to this draft resolution, a report of the Secretary-General on the subject (A/45/292) and on 21 December 1990, adopted resolution 45/188 of 21 December 1990, entitled "Entrepreneurship". The resolution underscores the important role of entrepreneurship, notably in the promotion of small and medium-sized enterprises, in mobilizing resources and in the advancement of economic growth and socio-economic development. Among other things, it calls for international support of specific programmes for the development of private enterprise, in particular in the least developed countries, promotion of domestic and foreign direct investment, management training and small-scale ventures.

36. By paragraph 7, the General Assembly requested the Director-General for Development and International Economic Cooperation to include in the annual report on operational activities for development a section on the activities being undertaken by the United Nations system to promote entrepreneurship in economic development. Section IV of the annual report contains a brief analysis of these activities and responds to the request to make proposals for enhancing the role of entrepreneurship in the development process, in particular in developing countries.

B. Fact sheets on the activities of the organizations and entities of the United Nations system

1. United Nations

(a) Department of International Economic and Social Affairs

37. The mandate of the Department of International Economic and Social Affairs in this field was reiterated by the General Assembly in its resolutions 41/182, on indigenous entrepreneurs in development, adopted on 8 December 1986 and 45/188.

38. DIESA devoted issue No. 18 (1988) of its Journal of Development Planning to "Entrepreneurship and Economic Development". A comprehensive bibliography on the subject was also compiled. In addition, the Department prepared two reports of the Secretary-General on issues pertaining to entrepreneurship, namely "Indigenous entrepreneurs in economic development" in 1988 and "National entrepreneurs in economic development" in 1990.

39. DIESA Programme on Entrepreneurship and Economic Development is complemented by its International Programme on Savings and Credit for Development, which also addresses the financial aspects of the development of entrepreneurship. The Programmes have evolved as a complement to the relevant technical cooperation and operational activities of other United Nations organs by focusing on strengthening the link between research, policy formulation and technical cooperation. DIESA is planning a series of regional symposia on entrepreneurship and economic development, with a focus on the promotion of small and medium-sized enterprises. For 1991 symposia are planned for Asia in October and for Eastern Europe and Africa in December. While the symposium in Africa will address the question of the financial infrastructure for entrepreneurship development, the symposia in Asia and Eastern Europe will focus on policy environment and specific issues of enterprise development. Symposia for Latin America and Africa are planned for 1992 and 1993, respectively. Furthermore, in 1992 the World Economic Survey will include a chapter on entrepreneurship and economic development in accordance with General Assembly resolution 45/188.

(b) United Nations Centre for Transnational Corporations

40. The mandate of the Centre in this field has been spelled out by the Economic and Social Council in resolution 1990/71, which requested CTC to continue its efforts to develop its programmes of support for cooperative activities of small and medium-sized enterprises in developing countries. On the basis of the EMPRETEC programme CTC provides support to small and medium-sized enterprise development through linkages with transnational corporations in six countries. Management and coordination of the programme takes place through a special unit based in New York. To create an enabling environment, EMPRETEC promotes private and public sector cooperation through, inter alia, establishment of executive committees composed of public officials and representatives of the business community, which advises and assists entrepreneurs in realizing their projects.

41. EMPRETEC Business Support Centres provide technical support to EMPRETEC participants and facilitate linkages with local companies and transnational corporations, which contribute expertise in the form of Executive Advisers to participant entrepreneurs. A national counterpart organization houses the offices of the business support centres and provides supporting services to the Centres. The centres are developing, in cooperation with local universities, management schools and private or government training institutions, curricula for training programmes targeted to the immediate needs of the entrepreneur. EMPRETEC entrepreneurs associations act in each

country as solidarity groups and promoters of business interchanges among EMPRETEC participant members within the country and with members of the associations in other countries.

42. Workshops on entrepreneurship are conducted by the programme to develop entrepreneurial talent and train entrepreneurs in business plan preparation. In addition, workshops and seminars are organized to discuss specific topics related to business operations, and monthly round tables are held to exchange experience with established successful business people and provide role models. EMPRETEC has undertaken joint activities with UNIDO through workshops on negotiating joint ventures and technology transfer, and sector specific entrepreneurship training. EMPRETEC also cooperated with the International Trade Centre (ITC) UNCTAD/GATT in supporting entrepreneurs interested in export development.

43. The programme works in close cooperation with private and public finance institutions in an effort to assess local capital requirements, develop finance mechanisms, and identify sources of loan and risk capital. Transnational corporations provide pro bono experts for technical cooperation to entrepreneur in areas such as management, finance, marketing, production and quality control. They also offer opportunities for subcontracting, technical assistance agreements, licensing arrangements and joint ventures.

(c) Department of Technical Cooperation for Development

44. The Department has distinct mandates stressing policies for entrepreneurial and private sector involvement in development projects. They include the mobilization of private domestic savings and local resources, strengthening of capabilities to identify investment opportunities, institutional development for the promotion of entrepreneurial activity, and the relationship of the public and private sector. In recent years greater emphasis has been given to national entrepreneurial capacities, particularly in small-scale mining, private enterprise for the production of water-pumping equipment and operation of local water projects, their maintenance and financial management.

45. Technical cooperation activities of the Department include policies for entrepreneurial and private sector involvement (i.e. policy for the mobilization and the efficient use of private domestic savings; policies to encourage institutional development which supports entrepreneurial activity; and assistance to local organizations to identify and implement income generating activities). A joint workshop with DIESA will address issues of policy frameworks, promotional measures and technical cooperation requirements for entrepreneurial development.

46. Several projects in Africa have training components for former government officials to facilitate their entry into the private sector. A water project in Niger has trained and equipped 90 village craftsmen for maintenance and repair of hand pumps. In the field of management, the Department plans to

organize specific training programmes in basic financial management for small and medium-sized enterprises.

47. A number of projects strengthen the national capacities to identify investment opportunities and to disseminate information. The Department maintains a roster of contractors and vendors from developing countries, often medium-sized, from whom it purchases considerable amounts of equipment and services.

(d) United Nations Conference on Trade and Development

48. UNCTAD's mandates in this area arise from requests of the Committee on Economic Cooperation among Developing Countries (ECDC) to promote increased investment flows between enterprises of developing countries, to facilitate joint venture activities between enterprises and to support existing regional business information and promotion centres. Mandates arising from the Second United Nations Conference on the Least Developed Countries relate, among other things, to improving the efficiency of state enterprises by operating competitively and relying on market signals, evaluating their performance and, where appropriate, to consolidate or to privatize them. Other UNCTAD mandates are to study national technology policies and their role in promoting entrepreneurial capabilities. The provisional agenda of the eighth session of UNCTAD to be held in 1992 contains an item on the adoption of sound national and international policies and measures, good management and structural reforms in both developed and developing countries. This necessarily involves an analysis of, as well as recommendations on, the role of the enterprise sector.

49. UNCTAD's first Enterprise Symposium was convened in 1987 in the context of the preparations for the seventh session of UNCTAD. A high-level expert meeting on the role of the enterprise sector in the development of the least developed countries (LDCs) was held in 1989. A study on a similar subject was prepared for a regional symposium on trade policy and planning for LDCs of Asia and the Pacific.

50. To stimulate South-South private investment flows, UNCTAD compiles and disseminates information on investment laws and regulations of developing countries.

51. UNCTAD supports efforts of the Group of 77 to establish a cooperation mechanism among the chambers of commerce of member countries. Several specialized meetings were organized with UNDP support in Latin America and Africa. Studies on costs and benefits of foreign private direct investment were prepared for the Committee on Invisibles and Financing related to Trade. A recent study was conducted on privatization of state-owned enterprises, examining financial and other problems of privatization programmes. Another recent study dealt with the role and influence of state-owned enterprises on investment, savings, production and employment.

(e) United Nations Development Programme

52. The purpose of UNDP activities in this field is to help Governments design supportive policies and institutional, legal and regulatory frameworks aimed at encouraging entrepreneurship and private initiative, increasing financial flows through investment promotion and capital market development. A new Division for the Private Sector, assisted by a Private Sector Inter-bureau Task Force, is the focal point for UNDP activities in this field.

53. UNDP is helping to launch an intensive government-private sector dialogue through a series of subregional and country consultative meetings on institutional changes, policy reform, and international cooperation. Investor forums were established in collaboration with UNIDO to develop business opportunities and joint ventures. Support provided to many Governments to formulate policy, reform fiscal and monetary systems and to establish enabling environments for entrepreneurship.

54. Seminars and workshops have been organized by UNDP in collaboration with the World Bank to promote entrepreneurial skills and devise methodologies for privatization. Nationals from the business community are being recruited in interested countries to assist UNDP Resident Representatives to promote entrepreneurship. TOKTEN and UNISTAR programmes are providing high-level experts for technical and managerial advice.

55. A network for privatization has been created to facilitate information sharing around the world. Project preparation facilities are set up in many parts of Africa to assist national entrepreneurs to obtain financing for business proposals.

56. Venture capital and growth funds were developed in collaboration with financial institutions and private investors, leading to mobilization of international resources to support creation of small and medium-sized enterprises. Support to credit and lending institutions to improve their services to small and medium-sized enterprises is being provided. Business incubator activities and technology parks are established in many countries to encourage small enterprises and indigenous technologies. The United Nations Capital Development Fund and UNIFEM are producing support mechanisms for small enterprises and credit schemes.

(f) United Nations Population Fund

57. UNFPA's involvement in enhancing the role of entrepreneurship in the development process covers two main areas: income-generating activities for women and local production of contraceptives. In the first instance, funding of income-generating activities is part of UNFPA's continuing commitment to the promotion of women in all activities it supports. The rationale for supporting income-generating activities for women is that such activities, when successfully implemented, greatly enhance the role of women and their social status in the community. On the other hand, in countries with

sufficient demand for contraceptives, assistance for local production of contraceptives aims at making countries self-reliant in manufacturing contraceptives through the provision of production facilities and technical assistance and training in logistics and management. While individual projects in the two areas already contain plans for evaluation, in 1992 UNFPA will conduct two comparative evaluations on income-generating activities and on local production of contraceptives in order to assess on a global level the impact of these activities.

(g) Economic Commission for Africa

58. ECA holds the view that the failure of African countries effectively to use the private sector has been a dominant factor in their continuing economic decline. Among the causes are the structural weaknesses of the industrial sector and the scarcity of active entrepreneurs. Many African countries are seen to have overemphasized the use of the public sector in the development process. Against this background, ECA adopted a number of resolutions emphasizing the role of entrepreneurship in Africa's growth. Major policy documents stressing this approach include: "The African Alternative Framework for Structural Adjustment Programmes for Socio-Economic Recovery and Development"; "The Role of Women in Africa in the 1990s"; and "The African Charter for Popular Participation in Development".

59. Specific projects were undertaken to promote small and medium-sized enterprises and entrepreneurship. ECA is implementing a UNDP-supported project dealing with managerial issues for selected state trading organizations in countries south of the Sahara. A project on small-scale industries is being implemented in collaboration with the government of India. A project on women's role in informal sector production and management aims, among other things, at improving the policy environment and the institutional framework for planning and for formulating strategy. The "Special Action Programme for Administration and Management in Africa" promotes entrepreneurship through seminars and workshops, i.e. a senior policy seminar on enabling environment for enhanced entrepreneurship in Africa. A project on credit support systems for productive activities of women, in collaboration with the United Nations Development Fund for Women (UNIFEM), aims at establishing baseline data on the provision of credit to women in four African countries, especially in the agricultural, handicraft and service sectors.

60. ECA, with the support of ITC and PRODEC (Finland), organized a training seminar for women business executives and public officials concerned with export marketing and import management. The African Training and Research Centre for Women is training women business owners in management and entrepreneurial skills. A UNDP funded project on improving women's role in the informal sector addresses the role of women in the informal sector by providing access to credit, training facilities, marketing and technological advice. Two workshops are planned on entrepreneurship for cottage and small-scale industries.

61. Advisory missions were undertaken on various aspects of entrepreneurship promotion, including country studies, sharing of information and identification of potential. An expert group meeting will consider the creation of a regional association of women entrepreneurs. Future assistance will turn to inter-trade links for development of marketing potentials.

62. ECA, in collaboration with the International Association of State Trading Organizations (ASTRO), is providing technical cooperation to expand the role of African entrepreneurs through multinational marketing enterprises.

(h) Economic Commission for Europe

63. ECE is addressing the problems of economic reform in Eastern European countries and of transition from centrally planned to market economies. It is designing programmes to deal with privatization and adjustment of government policies and institutions. ECE assists the process of restructuring state enterprises, to equip them to operate in competitive markets, and to encourage small and medium-sized enterprises to engage in international trade.

64. ECE prepares practical guides for use by both government officials and businessmen. A guide under preparation deals with legal aspects of privatization in industry.

65. A workshop on the management of joint ventures has been organized in cooperation with the Austrian government. It deals with needs and programmes for the formation of efficient managers in the countries in transition to market economies.

66. Three workshops on standardization were scheduled to be held in 1991 to support countries in transition overcome obstacles to the development of their trade. ECE carried out a comprehensive study, and supporting survey, on the impact of East-West trade on small and medium-sized enterprises.

(i) Economic Commission for Latin America and the Caribbean

67. ECLAC focuses on the role of entrepreneurship as a key policy component for the implementation of the international development strategy (ECLAC resolution 507 (XXIII)). The resolution emphasizes the need to reformulate the relationships between Governments and the private sector. Special attention is directed to institutional changes in order to foster the role of entrepreneurs in the development process.

68. Recent and current activities directly related to promoting the conditions for entrepreneurship in economic development include working meetings and technical cooperation on the role of the agricultural entrepreneur in Latin America, and design of policies to strengthen capacities for technological innovation and competitiveness of Latin American entrepreneurs.

69. Under the ILPES Training Programme courses are offered on policies for strengthening industrial and technological capacities.

70. Studies and technical publications provide support to local enterprise (namely, "Small and Medium-sized Industry in Latin America, Experiences and Potential"; "The Capital Goods Industry in Latin America, Present Situation and Potentialities"; "Problems of Small- and Medium-sized Industrial Enterprises, Methodological aspects in the Argentinean Case").

71. A number of extrabudgetary projects are designed specifically to assist small and medium-sized enterprises (that is to say: on strengthening of federal cooperatives savings and loan systems in Central America; advisory missions to several countries on the role of entrepreneurs in national development, access to credit by small and medium-sized enterprises; joint initiatives and strengthening of networks of entrepreneurs in specific sectors leading to the creation of the Latin American Mining Organization linking public corporations and private enterprise; Association of Capital Goods Industries whose members are mostly from the private sector; Association of Export Credit Insurance Agents involving national private insurance firms).

(j) Economic and Social Commission for Asia and the Pacific

72. At its forty-sixth session in 1990, ESCAP adopted recommendations regarding new initiatives for the promotion of small and medium-sized industries, and for a substantial expansion of programmes for entrepreneurship and managerial development. This includes linkages with large established industries, subcontracting arrangements and promotion of market opportunities. ESCAP emphasizes the need to design projects for the promotion of investments in the least developed countries.

73. With support from UNDP, ESCAP is organizing the Mechanism for Exchange of Technology Information, which will be directed at small and medium-scale enterprises. ESCAP is designing projects for the promotion of investment in least developed countries through interaction between entrepreneurs from these countries, and investors from developed and newly industrialized countries.

74. ESCAP maintains an active programme of seminars and workshops geared to the training of managers for local enterprises (namely, seminar on upgrading the expert management skills of the managers/owners of silk enterprises; subregional workshops for women executives on expert marketing; workshop on transfer of technology for entrepreneurial development).

75. A Technology Information Service and a bi-monthly "Tech-Monitor" focus on dissemination of information about technologies available from suppliers, and technology demands by users. The primary aim is to assist small and medium-size entrepreneurs in the areas of agro-processing, building materials and electronics. ESCAP undertakes studies and advisory services for the rehabilitation of small foundries and metal works. A Regional Network for Agricultural Machinery assists small and medium manufacturers of agricultural

machinery through study tours, advisory services and product demand surveys. A study on industrial restructuring is expected to lead to innovative projects for the promotion of small and medium-scale manufacturing enterprises.

76. A number of ESCAP programmes include activities to promote interaction between national entrepreneurs and external sources of support (i.e. Business Collaboration Meeting between Nepal and Germany (Cologne, 1990); sponsorship for the participation of silk exporting entrepreneurs in the Asian International Silk Fair (Munich, 1990)).

(k) United Nations Centre for Human Settlements (Habitat)

77. The Centre draws its mandates in this area from the "New Agenda for Human Settlements", adopted by the Commission on Human Settlements in 1987, and from the "Global Strategy for Shelter to the year 2000", adopted by the General Assembly in resolution 43/181 on 20 December 1988. They alert decision-makers in all countries to the important role of the private sector in human settlements. The role of Government is seen as establishing a strategy for the development of human settlements designed to mobilize the human and financial resources of the private sector and community groups as well as of local authorities.

78. UNCHS programmes in this field aim at assisting Governments in the development of regulatory mechanisms to advance initiatives of the private sector and of community based organizations. UNCHS interacts closely with the international associations which represent the private sector construction industry, the housing finance industry and real estate developers to develop housing policy recommendations, and exchange experience to create the frameworks to help mobilize investments in housing. Projects in a number of Asian and African countries, for example, aim at developing the mechanisms for the privatization of certain urban services (e.g. contractory, franchising, self-help) and by involving the local community and the private sector in the planning, construction and maintenance of housing and urban infrastructure. The "Sustainable Cities Programme" addresses the need to engage the public and private sectors in close cooperation for the development of environmental management mechanisms.

79. A number of projects in Africa and Asia emphasize the production and use of local building materials and centre on the training of artisans (men and women) and their involvement in the establishment of small-scale enterprises. UNCHS works closely with ILO and UNDP on the improvement of urban infrastructure through labour intensive works.

80. Projects in a number of African countries aim at establishing financial mechanisms specifically to provide credit to low-income families for construction of housing. They involve savings and credit schemes, mortgages and revolving funds.

81. The Centre supports the establishment of a coalition of public and

private sector finance institutions for housing in the Asian region. Their purpose is to facilitate the sharing of experience and technologies, help link housing finance activities to financial markets and expand access to credit. As a result of its programmes, UNCHS has generated investment commitments in the order of $1.85 billion in 1989.

(l) International Trade Centre UNCTAD/GATT

82. The Centre aims to improve the development of products and markets of exporters of developing countries and thereby to strengthen their competitive position. The Centre's approach includes projects that are enterprise specific, tailor-made, comprehensive, covering both supply and demand aspects of export development and programmes for export-oriented joint ventures.

83. Technical cooperation activities of ITC focus on commodity exporting countries, where it cooperates closely with specific business enterprises. A major object is to deal with production, export and marketing problems encountered by individual enterprises.

84. Much of the demand for technical cooperation in the private sector, including cooperatives, is in the field of training and product development in order to attain better export processing.

85. The Centre devotes considerable effort to the provision of commodities and trade information. It designs activities to support the interests of developing countries in commodity diversification, processing, marketing and distribution. It assists local chambers of commerce and aids efforts to improve the effectiveness of indigenous entrepreneurs.

2. Specialized agencies and related organizations

(a) International Labour Organisation

86. Since 1958 numerous international labour recommendations and resolutions related to entrepreneurship which have been adopted by the International Labour Conference have mandated the ILO's long and extensive involvement in this area. The unique tripartite membership of ILO is of particular relevance with regard to the development of entrepreneurship requiring the organization to pursue its objectives through the participation of not only governments, but also employers' and workers' institutions. The subjects of these mandates relating to entrepreneurship have ranged from productive employment in agriculture, to vocational training, to employment policies relating to small undertakings, to means of training for managerial and entrepreneurship development. Overall strategy aims at assisting countries in the development of supportive policy and a favourable regulatory environment to institutionalize those objectives, and to assist in the development of institutions that will promote an integrated approach to the generation of business. The relevant programmes of the organization are: the Training

Programme; the Employment and Development Programme, and since March 1991, the programme on Enterprise Development and Cooperatives.

87. ILO plays a role as a convener of concerned parties on problems of labour and social questions. For several decades the promotion of small and medium-sized enterprises and entrepreneurship has been on the agenda of several of its major regional and international conferences such as the International Labour Conference of 1986. Operational activities such as advisory services and a large technical cooperation programme backed up by action-oriented research have also been main means of action in this area and have resulted in guidelines on the process of enterprise creation, on improving business performance and on influencing the environment in which businesses operate. ILO also carries out mainstream activities relating to women in development which are aimed at influencing policy and legislation to facilitate opportunities for women in the micro-small-enterprise sector. The International Training Centre of the ILO at Turin plays an important role in the implementation of programmes for small and medium-sized enterprises and the development of entrepreneurship. Training programmes have been prepared to address the specific needs of women entrepreneurs, to improve their business performance and management skills, and for training trainers who work with women.

88. ILO established a technological information service (INSTEAD), which is of particular interest to small and medium-sized enterprises. It published numerous studies, training manuals and other materials concerned with the promotion of small and medium-sized enterprises. Information available within INSTEAD is provided free of charge to entrepreneurs, non-governmental organizations and government agencies. Research is carried out on various aspects of small enterprise and development of entrepreneurship, including research on the effects of government policies and the socio-economic environment, on institutional mechanisms servicing and assisting the micro and small enterprise sector and on credit schemes for small-scale operators.

89. The ILO's International Institute for Labour Studies, which encourages and marshalls external research networking and assists countries in building their institutional capacity in the field of labour studies, has sponsored major studies on small business.

(b) Food and Agriculture Organization of the United Nations

90. FAO considers its technical cooperation programmes to be directly related to the government sector. Nevertheless, its governing bodies have introduced a new programme on private sector development. The envisaged activities cover agro-industry sectoral studies, policies for the transfer of technology, joint ventures, and the promotion of small-scale rural entrepreneurs.

91. An expert workshop for small-scale agro-industrial entrepreneurs from Africa was organized in late 1989 to help identify the type of assistance required from FAO in support of entrepreneurs from countries of the region.

It led to a number of specific recommendations, including on matters of national policy, legislative framework, training and interactions with the public and private sector. A "Study on FAO's Contribution to Entrepreneurial Development in Africa" was recently published.

(c) World Bank

92. The underlying premise of the Bank's strategy for promoting small and medium-sized enterprises is that a robust industrial base should contain a flourishing small industry sector, and that increasing the access of small firms to services normally available to larger established firms would further industrial growth and income distribution objectives.

93. One of the specific objectives at the project level concerns institution-building. Most projects aim to strengthen organizational capacity of financial and technical cooperation institutions to provide quality services to an expanding client base of small and medium-sized enterprises. The Bank's programme for Enterprise Development in Africa is partly aimed at exploring the potential for technical cooperation programmes to act as catalysts for enterprise development.

94. The Bank holds the view that small and medium-sized enterprises have the potential to create large numbers of jobs in some product groups and to generate more jobs per unit of capital invested than large industries. New initiatives in the Bank's small and medium-sized enterprises projects include the promotion of women entrepreneurs. IFC's Africa Project Development Facility (APDF) helps African entrepreneurs start new businesses, or to reorganize, expand or diversify existing ones.

95. In response to the potential of the APDF, the Bank's Board approved an extension of its mandate and funding to June 1995. The Bank also provides direct support to enterprises, usually through operations concerning small and medium-sized firms. Nearly $500 million have been committed for disbursement through arrangements with commercial banks. Bank lending to small and medium-sized enterprises is increasingly relying on commercial banks to reach small borrowers.

(d) International Monetary Fund

96. A major objective of the Fund is the development of private entrepreneurship as a key element in the promotion of economic growth. Countries in economic difficulties that receive financial support from the Fund typically face fiscal imbalances, which tend to crowd out private sector financing. To restore domestic and external financial stability, specific policies aimed at promoting private sector participation in investment and savings are important factors in the Fund's programme design. The nature of measures which encourage private sector activity is tailored to the circumstances of each country.

97. The IMF supports the availability of adequate financing for the private sector in several ways:

(a) Through a containment of the borrowing requirement of the public sector, making available more domestic financing to the private sector;

(b) By suggesting removal of credit controls, which in some countries tend to favour the existing production structure. The removal of these controls is often conducive to the promotion of new enterprises and to more efficient production;

(c) Through measures for reform of the financial sector which can promote the private sector, for instance, establishment and dispersion of more branches of the banking system, development of financial instruments and markets, including stock markets, and greater competition among financial institutions.

98. In countries where the private sector is underdeveloped, the Fund places additional emphasis on the strengthening of human capital through socially-oriented spending by the Government.

99. Foreign direct investment constitutes another important element for the promotion of private enterprise and production. In addition to the provision of external finance, it fosters transfer of technology, development of managerial skills and market access. In programmes supported by the Fund, foreign direct investment is encouraged through improvements in the economic situation and credit worthiness of the country, and partly through specific means such as the reform of restrictions on profit or capital transfers.

(e) International Fund for Agricultural Development

100. IFAD's explicit mandate is to help people in rural areas in the poorest countries to grow more food and alleviate rural poverty. It focuses on the small land-holders, on poor rural women, and on the landless and marginal farmers. Small-scale enterprises, cottage industries and small processing units are encouraged through policy development and institutional support. The Fund advocates that a rural industrialization strategy should be developed around agro-industrial complexes, consisting of medium, small-scale and cottage-based units.

101. The development of entrepreneurial capacities for small-scale enterprises has been one of the most significant components in all projects in 1990. This involves training, access to credit, marketing and extension, development of policy and institutional support. These projects are designed to strengthen both on-farm and off-farm enterprises.

102. Training programmes for entrepreneurs are considered essential components in most of the Fund's projects. Women entrepreneurs are prominent beneficiaries of these projects. The promotion of micro-enterprises for women

provide for the introduction of labour-saving devices to help free women from the long-standing practice and drudgery, for example, of fuel and water collection. Unemployed rural youth are being increasingly targeted in the Fund's projects.

(f) United Nations Industrial Development Organization

103. The Industrial Development Board established entrepreneurship as a new programme element in the organization's programme-budget beginning in 1988-89. Its aims are: the improvement of the policy environment for potential entrepreneurs and industries; development of a support infrastructure, including improved access to finance, technical and other information, training programmes; direct support to individual enterprises or entrepreneurs through local institutions.

104. UNIDO has an integrated approach to help develop small and medium-scale industries, through assistance at the policy-making, institutional and entrepreneurial levels, and through mutually supportive projects at the regional and national levels. It collaborates with ILO and FAO through inter-agency missions and at the project level. Workshops and high-level missions are conducted to develop conditions for privatization.

105. Pilot training projects were carried out to assist newly established businesses and existing industrial enterprises. A workshop was organized for government officials and policy makers to present UNIDO's framework for privatization, followed by formulation of concepts, action plans and project documents. Projects to develop entrepreneurship among rural population groups were carried out.

106. Business incubation centres in support of newly established enterprises are being developed. The "total quality concept" is being promoted in small industries to improve the quality of projects as well as of products in cottage industries and their competitiveness in world markets.

107. Advice is being provided at a high level to countries involved in economic restructuring, to develop privatization strategies and provide assistance to those concerned with implementation of strategies. A network of mutually supportive projects is being carried out to assist small and medium-sized enterprises involving regional and country projects.

Notes

a/ DIEC has prepared a detailed report on the activities of the United Nations system which will be available upon request in English only.

b/ UNDP, Human Development Report 1991, p. 17.

c/ UNHCR estimates that 80 per cent of refugees in the world are women and children.

Notes (continued)

d/ The World's Women, 1970-1990: Trends and Statistics. This publication, to be published in June 1991, was undertaken by DIESA, in collaboration with UNICEF, UNFPA, CSDHA and UNIFEM. The publication uses innovative techniques and formats to highlight the main findings on women's conditions worldwide. Women in the World of Work: Statistical Analysis and Projections to the Year 2000, International Labour Organisation.

e/ Dr. Amartya Sen. The New York Review of Books, 20 December 1990 on "More Than 100 Million Women are Missing" and the UNDP "Human Development Report 1991", p. 27.

f/ World Bank Development Report, 1990, p. 198.

g/ In many developing countries, especially in Africa, percentages of the total population with access to safe water can be as little as 16 per cent, as in Ethiopia and Mozambique. UNDP, Human Development Report 1990, p. 102.

h/ See resolution on "Women and the Environment" passed at the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women: Equality, Development and Peace. The NFLS, the end product of the latter World Conference, calls for the incorporation of women in the development process and as wage earners in programmes to upgrade the environment.

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OPERATIONAL ACTIVITIES FOR DEVELOPMENT

ECONOMIC AND SOCIAL COUNCIL
Second regular session of 1991
OPERATIONAL ACTIVITIES FOR
DEVELOPMENT

Operational activities of the United Nations system

Note by the Secretary-General

Addendum

1. In paragraph 16 of its resolution 44/211, the General Assembly recognized the urgent need to improve the field representation of the United Nations system and requested the Director-General for Development and International Economic Cooperation to present at its forty-sixth session a report containing comprehensive information, drawing on all relevant reports on the field representation of the United Nations system. Part I of the addendum contains factual information in support of section V of this year's annual report.

2. The General Assembly, in its resolution 44/211, placed importance on the full use of national capacities and during the forty-fifth session considerable interest was expressed by delegations on progress in national execution of programmes and projects. Consequently, the Director-General conducted a review, the main findings of which are summarized in section II of the present addendum and supports section VI.B of the annual report for 1991.

3. In accordance with paragraph 15 (d) of resolution 44/211, section III of the addendum provides information on common premises of the United Nations system at the country level, including a table depicting the situation country by country.

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* A/46/50.

ANNEX

Report of the Director-General for Development and International Economic Cooperation on Operational Activities

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I. FIELD REPRESENTATION

A. Field networks of the organizations of the United Nations system: 1973-1990

1. This section of the addendum contains factual information in support of section V of the annual report for 1991. It updates the data a/ contained in section II.A to C of the JIU report on Field representation of organizations of the United Nations system: structure and coordination (see A/41/424) with a view to discerning the trends that have characterized field representation among organizations of the system between 1983 (the last year of the decade covered by the JIU report) and 1990.

2. In order to be consistent with the JIU report a determination was made whether field offices were regional or subregional or country specific in scope. One agency describes some offices as regional but states that a regional office covers the organization's affairs and formally represents it in a number of countries in a geographic region. In order to bring some consistency into a possibly irreconcilable situation, such an office was counted as a subregional office for the purpose of this report. Liaison offices have been excluded whenever they are intended to liaise only with other United Nations agencies but not with Governments or non-United Nations bodies. Thus, liaison offices in Geneva and New York, having as their main or sole purpose to maintain contacts with other United Nations offices in those two cities, have been excluded.

3. The physical location of a unit in the field has not been a determining factor in deciding how to classify offices. Thus, a subregional, or a country office located in the same city, or even in the same premises as a regional office of the same agency, is counted separately. Similarly, a regional, subregional or country office located at a headquarters duty station is counted separately. Whenever a regional office is located in a developed country but covers developing countries, it is counted as being located in the latter.

4. Following the JIU classification, UNFPA and WFP are recorded separately, even though they are represented by the UNDP Resident Representative. United Nations information centres have all been included, even where the Resident Representative/Regional Coordinator acts as Centre Director because in periods between assignments of Directors appointed by the Department of Public Information of the Secretariat, the Resident Representative becomes in several cases the ad interim Director. In cases where he is permanently so, DPI is fully represented by an office which is separate from the UNDP office. For the first time data on the field representation of the World Bank is being provided, but it is not included in the tables because JIU had not included the Bank in its study, and because the data would not easily fit into the categories used.

5. The following general elements emerge from the data: UNDP has been stable, with the closing of one office in Europe and the conversion of the Geneva establishment into a liaison unit. UNHCR adapts its field structure to crises of a natural or political character as they arise. Therefore, the relative scope and role of respective field units shift constantly. The Agency does not open a new office if an existing one can cope with increased duties. Closures of sub-offices or field units are most often attributable to the achievement of a durable solution. UNICEF data have proved difficult to relate to the JIU data and no conclusions can be drawn. UNFPA has expanded in the past seven years due to the increased complexity of UNFPA-supported programmes. The number of UNICs, has remained stable with only four new offices opened, two in developing countries and two in the developed world. While 21 offices were headed by a Resident Coordinator in 1983, this was the case for 25 in 1990. Out of 67 field UNIC units 29 covered more than one country, and thus fall into the category of subregional offices. Finally, WFP field representation increased by 4 per cent with a much higher growth in programme delivery. This is explained by the existence, already in 1973, of 73 offices, while UNICEF, for example, had only 29 offices that year, according to the JIU study.

6. Among specialized agencies, WHO remained stable, while ILO, FAO, UNESCO and UNIDO have increased their presence in developing countries. FAO's Council decided in July 1976 "to establish a network of country representatives as part of an effort to decentralize the Organization". Since then there has been an extensive opening of country offices. The total of such representatives authorized by the FAO Conference stands at 78. FAO, citing paragraph 15 of resolution 44/211, in which the General Assembly emphasized "that the United Nations system at country level should be structured and composed in such a way that it corresponds to ongoing and projected co-operation", indicates that, given the diversity of country situations and development priorities, no rigid pattern of field representation should be applied. UNIDO agreed with UNDP in April 1989 to convert Senior Industrial Development Field Advisers (SIDFA) into UNIDO Country Directors, a change comparable to that in UNFPA and WFP. This agency's expansion reflects the importance given to the UNIDO Country Directors network both by the Governing Bodies of UNDP and UNIDO. The established criteria for opening offices are: emphasis on industrialization, sizeable current and future technical assistance activities, special needs for assistance, the presence of other international agencies such as regional development banks, central geographical location enabling coverage of neighbouring countries. Since financing of UNIDO Country Directors depends on income from support cost successor arrangements, it is not possible to forecast future expansion, if any. Notwithstanding this uncertainty, a proposal for a long-term financing scheme was submitted to UNIDO's Board in November 1990. The Board requested further consultations with UNDP for the progressive increase of Country Directors. UNESCO's general policy with respect to field offices is being examined this year by its Executive Board.

7. Smaller agencies have, on the whole, not modified their pattern of offices. UPU, IMO and ITC still have no field offices. ITU has established a field network since the JIU 1983 survey (11 offices). ITU's regional presence was initiated in application of resolution 26 adopted at the Nairobi Plenipotentiary Conference. Following the 1989 Nice Plenipotentiary Conference and beginning in 1990, ITU's regional presence has been strengthened and is now on Regional and Area Offices responsible for operational activities for groups of countries. Two of WMO's regional offices, initially located in Geneva, i.e. for Africa and for the Americas were moved to the respective regions in 1978 and 1981, while the third, for Asia, remains in Geneva. WMO does not anticipate further opening of regional or other external offices, owing to the nature of its programmes and activities, and expected levels of resources.

8. With the increase in national capacity more short-term missions and fewer resident experts are required. This may involve more administrative work for field offices in terms of travel arrangements, payments of various kinds, accommodation, as well as other support to projects. National execution may result in an increase in the workload of some field offices, as the day-to-day administrative management of projects is left to them for various reasons, including lack of familiarity on the part of national personnel with United Nations procedures and practices. This is particularly true for UNDP field offices.

9. Organizations with normative mandates have assigned their field staff increasingly to promote the adoption and application of standards. In many cases, field offices devote themselves to fostering relations at the country and regional levels with constituents of their organizations.

10. The World Bank has suplied information indicating that in 1990 it had 53 Field Offices, of which 3 were located in developed countries, and another 3 provided regional coverage. Thus, the World Bank currently has 47 country offices.

Table 1. Field network

Field representation from 1983 to 1990: number of offices

(a) Offices in and/or for developing countries

Organizations United Nations	Number of offices 1983	1990	Percentage increase or decrease 1983 over 1990
UNDP	112	110	-2
UNHCR	48	70	46
UNFPA a/	(31)	(65)	110
UNICEF	85 b/	75	-12
UNEP c/	4	4	-
UNIC	47	49	4
WFP a/	(82)	(82)	-
ECA	7	5	-29
ECLAC	7	6	-14
ESCAP	2	1	-50
ESCWA	1	-	-100
Subtotal	271	320	18
ILO	27	28	4
FAO	64	78	20
WHO	93	89	-6
UNIDO a/	(33)	(38)	15
UNESCO	33	35	6
ICAO	6	6	-
ITU c/	-	9	-
WMO c/	3	3	-
Subtotal	226	248	8
Total	497	568	14
Incl. UNFPA, UNIDO and WFP	(146) (643)	(185) (753)	(27) (17)

Table 1 (continued)

(b) Offices in and for developed countries (excluding headquarters)

Organizations United Nations	Number of offices 1983	1990	Percentage increase or decrease 1983 over 1990
UNDP	4	8	100
UNHCR	15	21	40
UNFPA	1	1	-
UNICEF	4 d/	4 d/	-
UNEP e/	2	2	-
UNIC	16	18	12
UNITAR	1	1	-
WFP	2	-	-100
ECE	1	2	100
ECLAC	1	1	-
Subtotal	43	58	31
ILO	11	12	9
FAO f/	3	2	-
WHO	2	2	-
UNIDO g/	6	8	-
UNESCO	7	5	-29
ICAO	1	1	-
Subtotal	30	30	-
Total	75	89	23
Grand total			
Incl. UNFPA, UNIDO and WFP	572 (718)	657 (842)	15 17

Source: The figures for 1983 are taken from the JIU report (A/41/424, annex) except for UNICEF. All totals are based on JIU data. Any differences are explained by the data used for UNICEF.

(Footnotes on following page)

(Footnotes to table 1)

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a/ UNFPA, WFP and UNIDO are shown but not included in totals as explained in para. 4.

b/ Figures provided by UNICEF.

c/ UNDP, ITU and WMO were not included in the statistics of the JIU report but are included in this one since data is available for 1983 and 1990.

d/ Figures provided by UNICEF.

e/ UNDP, ITU, UNITAR/Europe and WMO were not included in the statistics of the JIU report but are included in this one since data is available for 1983 and 1990.

f/ The figure for 1983 probably included a liaison office.

g/ Investment Promotion Services.

Table 2. Comparison of 1983 and 1990

Field offices using three different categories and percentage changes

Office	Year	I Basic field network as per JIU/REP/86/1		II Includes data in column I plus UNDP, UNITAR ITU, WHO, UNFPA, UNIDO outside UNDP offices		III Includes data in columns I and II plus UNFPA, UNIDO and WFP UNFPA, UNIDO and WFP in developing countries	
Country	1983	406		413		559	
	1990	491	21%	500	21%	685	22%
Subregional	1983	84		84		84	
	1990	93	11%	100	19%	100	19%
Regional	1983	65		75		75	
	1990	43	-34% a/	57	-24%	57	-24%
Total	1983	555		572		718	
	1990	627	13%	657	15%	842	17%

Source: The figures for 1983 are based on the report of JIU (A/41/424, annex).

a/ Some of the decline may be accounted for by a difference in the criteria applied by JIU.

B. Staff and office costs

11. The distinction in regard to staff is not - as in the case of field offices - between field establishments in developing and developed countries but between headquarters and other established offices. This category is used for official CCAQ statistics on which this section is based.

12. The following conclusions and observations on some aspects of table 4 can be drawn. Both total numbers and percentages vary within narrow limits. The trend in the intervening six years (1983-1989) does not constitute a shift of staff away from Headquarters. In the case of the Agency, there is an increase of field units from 63 to 91, i.e.: a 46 per cent increase and an increase of Staff of 76 per cent. UNICEF increased the percentage of staff in the field to 81 per cent. At UNFPA, field office staff represented 66 per cent of all non-project staff in 1990 (figure for 1983 not available); the number of staff increased from 344 in 1983 to 458 in 1990 (i.e.: by over 33 per cent). There is a strong trend towards an increase of National Professional Officers whose number has more than doubled. At UNDP National Professional Officers increased from 165 in 1983 to 316 in 1990 (plus 92 per cent). The Agency, which did not employ any National Professional Officers in 1983 had 34 in 1989. For UNICEF, the figures are an increase from 156 to 473 (plus 203 per cent). WHO is also making increased use of this category.

13. The World Bank provided figures showing that it has 262 professional staff, 739 local staff (majority support staff), and 37 secondment staff.

Table 3. Staff and office

Field representation for 1983 to 1989: number of staff

Organizations	1983 Staff at non-Hq. offices Prof.	G.S.	(%) a/	1989 Staff at non-Hq. offices Prof.	G.S.	(%)
UNDP	615	4 005	81	1 031	3 837	78
UNHCR	220	723	67	330	1 089	74
UNICEF b/	703	1 409	75	1 169	2 033	81
ILO	141	256	23	121	269	23
FAO	234	655	18	238	748	23
UNESCO	216	301	17	223	331	22
WHO	401	1 216	57	493	1 487	59
ICAO	83	123	23	73	113	23
ITU	-	-	-	15	10	2
WMO	5	2	2	5	2	2
IMO	-	-	-	-	-	-
IAEA	-	-	-	-	-	-
UNIDO c/	84	88	N.A.	135	101	N.A.
TOTAL	2 702 d/	8 824	-	3 833	10 020	-

Source: CCAQ personnel statistics (Documents ACC/1984/PER/37 of 13 August 1984 and ACC/1990/PER/R.6 of 28 August 1990). To ensure a common and comparable database the official CCAQ were used, except for UNIDO which had to be provided directly.

a/ Staff at non-headquarters established offices as a percentage of all staff at established offices.

b/ Data supplied by UNICEF.

c/ Data supplied by UNIDO.

d/ Includes National Professional Officers. For those agencies for which data is available for 1983 and 1989, National Professional Officers numbered 321 and 743 respectively (an increase of 131 per cent).

C. Project staff

14. The decrease in professional project staff noted by the JIU for the period 1974 to 1983 has been confirmed for the years 1983 to 1989, with two exceptions. For the organizations listed below the decline is 39 per cent. Between 1974 and 1983, the decline for all organizations was 4.6 per cent.

Table 4. Project staff

Project staff 1983 and 1989 by organizations

Organizations	Project staff 1983	Project staff 1989	Change in percentage
UNITED NATIONS	1 997	1 020 a/	(49)
ILO	585	614	5
FAO	1 719	1 208	(30)
UNESCO	251	107	(79)
WHO	640	407	(36)
ICAO	329	173	(47)
ITU	185	92	(50)
UPU	6	9	50
TOTAL	5 712	3 630	(39)

Source: CCAQ personnel statistics. This category refers to personnel with a contract of at least one year.

a/ This reflects a decrease that includes a separate accounting of UNIDO project staff, which in 1989 stood at 236.

15. Although the figures provided in table 4 above do not provide a full picture, they show clearly that a sharp decrease in long-term project personnel has taken place. Greater national capacity is probably one of the main reasons. More sophisticated support is required today and there are fewer requests for long-term personnel for institution-building projects, as compared to short-term support, often recruited nationally.

II. PROGRESS REPORT ON NATIONAL EXECUTION

16. This section provides further details in support of section VI.B of the annual report. It reports on a survey launched in January 1991, in which Resident Coordinators were asked to report on:

(a) The manner in which national capacities were identified, assessed and utilized for the purpose of national execution;

(b) The criteria applied and the constraints encountered in the pursuit of this modality;

(c) The difference, if any, in the approaches of UNDP, UNICEF, WFP and UNFPA;

(d) The steps taken to improve and foster the utilization of national capacities, both by the United Nations system and by Governments;

(e) Measures used to ensure proper accountability in financial and in programme terms.

17. Replies from the field have identified a number of requirements to ensure the successful resort to national execution, including:

(a) Acceptance by the central authorities of the country, of the principle of national execution;

(b) Existence or potential for improvement of capacity in Government or in project counterpart institutions, judged by direct observation or from previous experience;

(c) Sufficient delegation of authority to the implementing institution and clear definition of monitoring and reporting arrangements, possibly through periodic visits and/or joint steering committees, with participation of specialized agencies, or other external agents, as needed and appropriate;

(d) Joint screening in choice of national project directors;

(e) Nature of assistance (for example, high technology projects are less amenable to national implementation than socially targeted programmes);

(f) Satisfactory accounting and auditing arrangements;

(g) Clear work plan.

18. Among the impediments encountered in extending the principle of national execution, the following were more commonly reported:

(a) A perception of centralization at UNDP and complicated programming, reporting and accounting procedures in the United Nations system, particularly in view of their variation from organization to organization, and considering that these are "aid" programmes intended to be helpful rather than impose burdens;

(b) Large numbers of relatively small projects which impose disproportionate administrative loads on the executing institutions;

(c) Bureaucratic rigidities and centralization in government (e.g., restrictions on opening foreign currency accounts);

(d) Different fiscal cycles of government and the aid organizations;

(e) Difficulty in assuring selection of project personnel on merit only in view of the relative attractive compensation offered, based on best prevailing local rates;

(f) Inadequate remuneration of national staff and need for public service reform;

(g) Administrative weakness in some neglected sectors (e.g., social);

(h) Legal and financial difficulties in making local contractual arrangements and insufficient familiarity with international tendering;

(i) Insufficient budgetary provision for administrative staff in counterpart institutions.

19. To deal with these and other situations and based on successful experience, acquired particularly by UNICEF and WFP, execution modalities are being used which combine full national responsibility with various degrees of implementation support at field levels. Many Resident Coordinators indicate that the necessary skills to support project operations can often be found within the country. Moreover, field offices and some United Nations organizations are providing support services directly through their staff, or indirectly through support units which draw on the full range of national available skills.

20. National execution may involve capacity-building at central, sectoral and non-governmental (e.g., communities of beneficiaries, universities, research institutions) levels. Hence, this concept has a much broader application than simply concentrating on central aid management capacities of recipient Governments.

21. For WFP and UNICEF, national execution is the norm, with responsibility assumed by national authorities. The extent of support provided in the implementation of operations varies according to prevailing conditions, as determined at the time programmes are formulated. While both organizations handle themselves the external purchase and transport of commodities, the national setting affects the manner in which other elements of a programme on project implementation are handled. Programme audits and financial accounting involve the field staff of these organizations, with periodic reviews of performance, as frequently as every quarter, but usually semi-annually or annually. UNICEF provides for a mid-term review within the life span of a programme. Both WFP and UNICEF have in varying degrees recourse to the technical inputs of United Nations specialized agencies at some stage of the operational process: in design, formulation and appraisal of programmes and projects, occasionally in their monitoring (particularly for WFP) and in evaluation.

22. For UNDP and UNFPA, country-by-country judgement is exercised at the identification and formulation stages, or at the time of appraisal and approval of a project or programme. The UNDP Administrator, or his designate, decide on execution arrangements in consultation with the Government, and decisions on the designation of national execution normally require referral to Headquarters. Replies from countries where national execution is intended to be the norm indicate that participation of specialized agencies is foreseen in some elements of implementation, and the support of field offices is expected.

23. Explanations for the differences between UNDP and other funding agencies are based on the way the nature and content of the assistance are being offered. While UNDP covers a wide range of sectoral issues and, therefore, deals with a multiplicity of national entities of uneven capacity, the other JCGP agencies deal with fewer national institutions and have a narrower substantive focus. Therefore, they develop within their headquarters and field offices, the necessary technical know-how and can ensure, through hands-on experience and training, institutional and staff capacity for national implementation. As concerns UNDP, the specialized agencies have played the role as providers of technical know-how.

24. The distinction between "execution" and "implementation" of programmes and projects was brought out in the replies as concerns UNDP-supported projects. General responsibility involving execution, or the overall responsibility and management of all stages of the project and programme cycles was considered to be uniquely that of Governments. The practical implementation, on the other hand, typically involving the procurement of specified project inputs in accordance with a work plan, required a range of support, nationally or internationally obtained. Thus, national execution generally consisted of a mix of arrangements aimed at ensuring full responsibility for the development programme by national institutions, while often involving external support for specific tasks. The wide range of field experience with such arrangements, and the use of excellent models in a number of specific national situations, provide fertile ground for transferring successful experience among countries.

25. The intent of General Assembly resolution 44/211 is to encourage the specialized agencies to move further towards a role in technical cooperation based on their information exchange, roles of standard setting and centres of excellence, gradually to decrease their involvement in the day-to-day operational administration. This is now being done at the field level through a variety of approaches developed under present rules in keeping with local requirements. The success or arrangements to support costs, which will come into force in January 1992, will further affect the manner in which UNDP-supported operational activities will be carried out in the future. While the choices available to Governments concerning technical partners are expected to expand, the agencies of the United Nations system will continue to play the principal technical and professional role.

26. The United Nations system provides a variety of support services through its field office network. Steps have been taken to improve national available capacity through the following:

(a) Substantive training and exposure to the main technical issues within the modalities of the organizations;

(b) Training programmes in United Nations system procedures for project preparation, and in administrative duties for nationals, including local instruction manuals;

(c) Sensitizing workshops and seminars for participants at various governmental levels, from policy to operational, and for non-governmental organizations, universities and others;

(d) Rosters of national consultants or consulting firms to serve in the implementation process;

(e) Setting up, within Government or outside, special servicing units for national execution, funded by UNDP or Government resources;

(f) Identifying and correcting bureaucratic hurdles with technical support of the United Nations system.

27. In countries which foresee full national implementation acceptable, programme accountability often implies involvement of suitable external agents to provide UNDP/UNFPA field offices with professional judgement on the performance of projects. Resident Coordinators in more countries foresee that specialized agencies will provide in most cases the necessary technical know-how to do the "programme audit" demanded by the accountability requirement.

28. In Asia and Latin America, where the process is more advanced, responses from the field indicate substantial resort to specialized agencies at various stages of the programming and delivery process, depending on availability of national capacities. Occasionally, other repositories of international knowledge are being tapped, but the basic partnership among all organizations of the United Nations system continues to operate and specialized agencies continue to play their role in technical support and guidance. b/ However, agencies indicate that their role as associated agencies has not worked out. Agencies will continue to assist in design and formulation of programmes and projects or in appraisal, monitoring and evaluation. Agencies, and sometimes other qualified internationally obtained specialized services, play a crucial role on behalf of UNDP and of other funding organizations. These additional services are an essential part of technical cooperation, without which it could become no more than a mere budget support arrangement. The necessity of a proper international programme-audit is understood by recipient Governments as being essential to ensuring the independent assessment of programme results.

III. COMMON PREMISES AND SHARED FACILITIES IN DEVELOPING COUNTRIES

A. General comments

29. The General Assembly, in paragraph 15 (d) of its resolution 44/211, decided "to request all organs, organizations and bodies of the United Nations system to make, without delay, the necessary arrangements, in cooperation with host Governments and without additional cost to developing countries, to establish common premises at the country level, and to request the Director-General to include in his annual report on operational activities information on progress in that area".

30. Common premises were established in all instances where sufficient office capacity exists and existing contractual arrangements permit such action. At present, one out of three FAO, UNESCO and ILO offices share premises with UNDP. WHO, ITU, ICAO, the World Bank and IMF normally have separate premises. More than half of UNICs, about one fifth of UNICEF and the same number of UNHCR offices share premises with UNDP. The only organizations which are always housed with UNDP are UNFPA, WFP and UNIDO, the reason being that the UNDP resident representative officially represents these agencies.

31. During the period under review, progress has been achieved in terms of actual construction of common premises in eight countries; active negotiations are under way in 10 countries and plans are under consideration in two countries. In two other countries existing common premises are being extended.

32. Other organizations of the United Nations system have indicated their support of the principle of common services and shared facilities. In October 1990, the one hundred and thirty-fifth session of the UNESCO Executive Board requested a review of the possibility of establishing common premises at the country level. Moreover, UNESCO joined this past year common premises in four countries (Ecuador, Pakistan, Malaysia and Morocco). It should be noted that nearly half of the current premises of UNESCO field units are offered free of charge by host Governments, thus making it sometimes uneconomical for UNESCO to move to common premises.

33. WHO policy is to place its field offices in or near the Ministry of Health whenever possible. This maximizes the technical advice and support provided by WHO to national health administration for national health programme development. Almost all present premises of WHO are provided free of charge by host Governments. Other organizations face the situation that premises and services are being provided by the relevant sectoral ministries, making any change uneconomical.

B. CCSQ/OPS

34. As part of the guidelines issued by the Director-General on enhancing the role and effectiveness of the Resident Coordinator system (see para. 55 of the annual report for 1991), it was agreed by all organizations of the United Nations system "to encourage the sharing of common premises and services, unless particular requirements on material conditions impose limitations on such sharing".

35. At its October 1990 meeting, CCSQ/OPS adopted the following inter-organizational position on the sharing of common premises:

> "While the sharing of common premises is not a sine qua non for more effective coordination at the country level, it could be greatly facilitated by it. The sharing of premises and services could additionally bring about economies.
>
> It is the policy of all organizations to encourage the sharing of premises; particular requirements or material conditions may nevertheless impose limitations on such sharing and hence warrant other arrangements.
>
> It is recognized that the establishment of United Nations field premises has to take account of conditions on an individual country basis and to correspond to the wishes of the host Government. In a number of countries, sectoral ministries desire that, in view also of the nature and extent of their collaboration on an ongoing basis, the sectoral agency of the United Nations be located in the relevant ministry; some sectoral agency representatives are in fact integrated with the relevant ministry. In other instances the host Government authority provides free or subsidized accommodation for the United Nations agency.
>
> Subject to the foregoing, all field representatives are requested to cooperate fully with resident coordinators in achieving the maximum degree of sharing of common premises and services.
>
> In the spirit of their commitment to the widest possible sharing of premises, organizations also invite the Office of the Director-General for Development and International Economic Cooperation to draw their attention to any new possibilities for such sharing."

The Committee also suggested that the system build up a case study of examples of successful collaboration arrangements at the country level and of the problems encountered. To that end, it invited member organizations to provide the Director-General and the Coordinator, of CCSQ/OPS with the relevant information.

C. Joint Consultative Group on Policy

36. The Joint Consultative Group on Policy (JCGP) composed of UNDP, UNICEF, WFP and IFAD, continues to give high priority to the establishment of common premises and facilities. A permanent Sub-Group on Common Premises and Services has been established to oversee each common premises project, including planning, design, financing, construction and management.

37. Common premises for the JCGP members are under preparation in seven countries. c/ In addition, requests for the construction of common premises have been received from Bangladesh, Brazil, the Central African Republic, Haiti, Nigeria, Pakistan and Zaire. The construction of office premises in these countries is estimated at $38 million. Since the funds currently available cannot accommodate these requests, the JCGP Sub-Group on Common Premises and Services is exploring the possibility of obtaining financing from the private sector. Under this arrangement the Government would donate land to UNDP which, in turn, would lease the land for financiers to construct premises which in turn would be leased to UNDP on a long-term basis. At the end of the lease of the premises, the United Nations system would assume ownership. The office space would then be rent-free, except for future maintenance, which would be pro-rated according to the space occupied by each agency. UNDP would be responsible for the management of the office premises. In the case of Zaire, negotiations are now being finalized with a firm in the private sector to construct the office premises under this modality.

38. It should be noted that the cost of construction of common premises, whether financed from the Reserve for Field Accommodation or the private sector under the lease/buy option, is being borne by JCGP members on a proportionate cost-sharing basis as mandated by General Assembly resolution 42/196. Examples of such sharing of cost exist in Somalia and Zambia. Similar sharing of costs will be applied to all future construction, thus lessening the financial burden placed on UNDP.

39. The following decisions on common premises were taken by the governing bodies of JCGP members:

(a) The Executive Board of UNICEF approved the authorization of a Reserve Fund for Field Office Accommodation and staff housing for a maximum of $22 million;

(b) The UNDP Governing Council, in its decision 90/44, authorized the Administrator to utilize as a last resort, the Reserve for Field Accommodation when such purchases would be shared with organizations of JCGP and to the extent possible, other United Nations organizations in the field. By its decision 89/57, the Administrator was authorized to over-commit the Reserve for Field Accommodation by up to $10 million, while ensuring that funds disbursed from the reserve not exceed $25 million in any one year;

(c) UNFPA is approaching its Governing Council for the authorization to establish a revolving fund of $5 million patterned along the UNDP Reserve for Field Accommodation.

D. Country level information on common premises

(as at May 1991)

Country	Sharing	Separate premises	Remarks
Afghanistan	UNDP/UNFPA/WFP/UNIC/ FAO	WHO, a/ UNGOMAP, UNICEF, UNOCA, UNHCR	
Algeria	UNDP/UNFPA/WFP/UNICEF/ UNHCR/ILO/UNIC/UNIDO		
Angola	UNDP/UNFPA/UNICEF/WFP/ UNIDO/WHO/FAO/ SRPA (CCU)	UNAVEM	Expansion of common premises under way. UNICEF, UNDP, UNFPA, WFP, UNIDO, WHO, FAO have committed funds for renovation to maintain common premises.
Argentina		UNDP, UNHCR, ILO, WHO, UNICEF, ECLAC, UNIDO, UNIC, IBRD	
Bahamas		WHO	UNDP activities handled by Jamaica Office.
Bahrain	UNDP/UNICEF	UNHCR, UNIC, UNEP	
Bangladesh	UNDP/UNIDO	IBRD, IMF, WFP, UNIC, UNHCR, WHO, ILO, FAO, UNICEF, UNFPA	Awaiting land from Government to construct common premises using private sector funds. UNICEF and UNDP have committed funds for this purpose.
Barbados	UNDP/WFP/UNIDO/UNCHS/ UNFDAC	WHO, FAO, UNICEF	
Belize		WHO	

Country	Sharing	Separate premises	Remarks
Benin	UNDP/WFP/UNCDF	UNICEF, UNFPA, WHO, FAO, IBRD	Negotiations under way to construct common premises with UNDP/ UNICEF/WFP/UNCDF/UNFPA.
Bhutan	UNDP/UNFPA/UNICEF/WFP/ FAO	WHO	
Bolivia	UNDP/UNFPA/WFP/UNFDAC/ UNIC/FAO/UNIDO	UNICEF, IBRD, IMF, WHO	Proposals under way to construct common premises. UNDP and UNICEF have committed funds for this purpose.
Botswana	UNDP/UNFPA/WFP	UNHCR, WHO, UNICEF	
Brazil	UNDP/UNFPA/WFP/UNIDO/ UNESCO/UNFDAC/UNIFEM	UNICEF, UNHCR, ILO, FAO, WHO, UNIC, IBRD, ECLAC	Government has donated land and arrangements under way to finance construction of common premises from private sector.
Burkina Faso	UNDP/UNFPA/WFP/UNESCO/ FAO/UNCDF	IBRD, WHO, UNICEF, UNIC	
Burundi		UNDP, WHO, IBRD, UNIC, UNHCR, FAO, UNICEF, WFP, UNFPA	Negotiations under way to construct common premises, UNDP, UNICEF, WFP, UNFPA, have committed funds.
Cameroon	UNDP/UNIDO/UNFPA	UNHCR, FAO, WHO, IBRD, IMF, ILO, UNIC, ITU, UNICEF, WFP, ECA (MULPOC)	
Cape Verde	UNDP/WFP	FAO, WHO, UNICEF	Common premises under construction. UNDP, UNFPA, and UNICEF have committed funds for construction.

Country	Sharing	Separate premises	Remarks
Central African Republic	UNDP/WFP/UNCDF	UNHCR, FAO, WHO, IBRD, UNICEF	
Chad	UNDP/WFP/FAO	WHO, UNICEF, IBRD	
Chile		UNHCR, ILO, FAO, UNDP, UNICEF, UNESCO, WHO, ITU, ECLAC	
China	UNDP/UNHCR/WHO/UNFPA/ WFP/UNIDO	UNICEF, UNESCO, IBRD, ILO, FAO	
Colombia	UNDP/UNFPA/WFP/UNDCP/ UNIDO	IBRD, FAO, ECLAC, WHO, UNIC, UNICEF, UNCHS	
Comoros	UNDP/WFP	WHO, UNICEF	Common premises under construction financed by UNDP and WFP.
Congo	UNDP/UNFPA/WFP/UNHCR	UNICEF, FAO, IBRD, WHO, UNIC	
Costa Rica	UNDP/WFP/UNFPA	UNHCR, ILO, WHO, FAO, UNESCO, ECLAC, UDU, UNICEF	
Côte d'Ivoire	UNDP/UNFPA	WHO, IBRD, IFC, IMF, ILO, UNICEF, WFP, FAO, UNIDO	
Cuba	UNDP/WFP	UNESCO, FAO, WHO	
Cyprus		UNDP, UNHCR, FAO, UNFICYP	
Djibouti	UNDP/UNFPA/WFP/WHO	UNHCR, FAO, UNICEF	
Dominican Republic	UNDP/FAO	UNICEF, WHO, INSTRAW (HQ)	
Ecuador	UNDP/UNFPA/WFP/UNESCO/ UNCDP/UNIDO/UNIFEM	WHO, UNICEF, FAO	

Country	Sharing	Separate premises	Remarks
Egypt	UNDP/UNFPA/WFP	UNHCR, UNRWA, UNICEF, UNTSO, FAO, ILO, WHO, UNESCO, ICAO, UNIC, IMF, IFC	
El Salvador	UNDP/UNFPA/UNIC	UNHCR, FAO, WHO, UNICEF, WFP	
Equatorial Guinea	UNDP/WFP	WHO, FAO, UNICEF	Negotiations now under way to purchase common premises.
Ethiopia	UNDP/UNFPA/UNICEF/WFP/ ILO/UNESCO/ECA/UNIC/ WHO/UNIDO	UNHCR, UNREC, FAO, IBRD, ITU	
Fiji	UNFPA/UNIDO	WHO, ILO, UNICEF, UNDP	
Gabon	UNDP/UNFPA/UNFDAC/ UNHCR	WHO	Proposal made to lease additional floor for common premises.
Gambia	UNDP/UNFPA/WFP/UNSO/ UNCDF	WHO, FAO, UNICEF	Negotiations under way to construct common premises. UNDP and UNICEF have committed funds for construction.
Ghana	UNDP/UNFPA/WFP/UNHCR/ UNICEF	FAO, IBRD, IMF, WHO, UNIC	Existing common premises being expanded.
Guatemala	UNDP/UNFPA/WFP/UNV	UNHCR, WHO, UNICEF, ONUCA	
Guinea	UNDP/UNFPA/WFP/UNIDO	FAO, WHO, IBRD, UNICEF, IMF, UNCDF	
Guinea-Bissau		UNDP, UNICEF, FAO, WHO, WFP, UNCDF, UNFDA	Common premises under construction. UNDP and UNICEF have committed funds.
Guyana	UNDP/UNICEF/WFP/FAO	WHO	

Country	Sharing	Separate premises	Remarks
Haiti	UNDP/UNFPA/UNCDF	WHO, UNICEF, WFP, FAO, IMF	
Honduras	UNDP/UNFPA/WFP/UNICEF/ UNHCR/UNIDO/ITC	FAO, WHO, ITU	
India	UNDP/UNFPA/UNIDO/UNIC/ FAO/IBRD	UNICEF, WFP, ILO, ITC, UNESCO, WHO, UNFDAC	
Indonesia	UNDP/UNFPA/WFP/UNIDO/ ILO/WHO/UNESCO/FAO	IBRD, IMF, ITU, UNHCR, IFC, UNIC, UNICEF, ITU	
Iran (Islamic Republic of)	UNDP/UNICEF/WFP/UNIC/ UNOCA	UNHCR, WHO	
Iraq	UNDP/UNHCR	ESCWA, FAO, WHO, UNICEF	
Jamaica	UNDP/UNFPA/WFP/UNIDO	UNESCO, FAO, IMF, UNICEF, WHO, UNEP, UNLOS	
Jordan	UNDP/UNFPA/WFP/UNCHS	UNRWA, WHO, UNTSO, UNICEF, UNHCR, UNESCO (UNEDBAS)	
Kenya	UNDP/UNFPA/WFP/UNIDO	UNHCR, UNESCO, WHO, IBRD, IFC, ICAO, UNEP, UNIC, UNICEF, FAO, UNSO	
Kiribati		WHO*	
Democratic People's Republic of Korea	UNDP/UNFPA/UNICEF	WHO	
Kuwait		UNDP, ILO, UNESCO	
Lao People's Democratic Republic	UNDP/WFP	UNHCR, WHO, FAO, UNICEF	Negotiations under way for common premises. UNDP and UNICEF have committed funds.

Country	Sharing	Separate premises	Remarks
Lebanon	UNDP/WFP/UNARDOL/ UNIFIL	UNHCR, WHO, FAO, UNTSO, UNIC, UNESCO, UNICEF	
Lesotho	UNDP/UNCDF/UNFPA	UNICEF, WFP, UNHCR, FAO, WHO, UNIC	
Liberia	UNDP/UNFPA/WFP/UNIC	UNICEF, UNHCR, FAO, WHO	
Libyan Arab Jamahiriya		UNDP, WHO, UNIC	
Madagascar	UNDP/UNIDO	UNICEF, UNFPA, WFP, WHO, ILO, IBRD, UNIC, IMF, FAO	
Malawi	UNDP/UNFPA/WFP	UNICEF, FAO, WHO, IBRD, UNHCR	
Malaysia	UNDP/UNFPA/UNESCO/ UNICEF/UNCTAD (GSP, ASYCUDA)/IMO/ITC/ UNV-DDS	UNHCR, WHO	
Maldives		UNDP, UNICEF, WHO	Common premises under construction and financed by UNDP.
Mali	UNDP/WFP	WHO, UNICEF, IBRD, IMF, FAO, UNFPA	
Mauritania		UNDP, UNICEF, UNFPA, WFP, FAO, WHO, IBRD	
Mauritius	UNFPA/WFP	UNICEF, UNDP, WHO**	
Mexico	UNDP/UNFPA/WFP/UNEP/ UNIDO/ECLAC/UNIC/UNCHS	FAO, UNESCO, WHO, UNICEF, ILO, ICAO, IBRD, UNHCR	

Country	Sharing	Separate premises	Remarks
Mongolia		UNDP, WHO	
Morocco	UNDP/UNFPA/WFP	UNICEF, UNHCR, FAO, WHO, UNIC, ECA (SRO)	
Mozambique	UNDP/UNIDO/UNDRO	UNICEF, UNFPA, WFP, UNHCR, FAO, WHO	Construction of common premises is under consideration.
Myanmar	UNDP/UNIC/UNFPA/UNCDF/ UNIDO	WHO, FAO, UNFDAC, UNICEF	
Namibia	UNDP/UNICEF/FAO/WHO/ UNESCO/UNFPA/WFP		Government approved the donation of land free of all taxes.
Nepal	UNDP/UNFPA/UNICEF/FAO/ WHO/UNIC	IBRD, IMF, ITU	
Nicaragua	UNDP/UNFPA/WFP/UNIC	UNHCR, FAO, WHO, UNICEF	
Niger	UNDP/UNFPA/WFP/ ECA (MULPOC)	FAO, WHO, IBRD, UNICEF	
Nigeria	UNDP/UNFPA/UNIDO/ UNFDAC	UNHCR, FAO, WHO, ILO, IBRD, UNESCO, UNIC, UNICEF	
Oman		UNDP, UNICEF, WHO	
Pakistan	UNDP/FAO/WHO/UNFDAC/ UNIDO	UNICEF, UNFPA, WFP, UNHCR, ILO, UNIC, UNOCA, IBRD, UNILOG, UNMOGIP, UNESCO	Negotiations under way to construct common premises using private sector funding.
Panama	UNDP/UNFPA	UNICEF, WHO, UNIC	
Papua New Guinea	UNDP/UNICEF/UNHCR	WHO	
Paraguay	UNDP/UNFPA/WFP/UNIC	UNICEF, WHO, WMO	
Peru	UNDP/UNFPA/WFP/UNFDAC	UNICEF, ILO, FAO, UNIC, WHO, ICAO, UNIDO	

Country	Sharing	Separate premises	Remarks
Philippines	UNDP/UNFPA/ILO/UNICEF/ WFP/FAO/UNIC/UNIDO	UNHCR, WHO, IBRD, IMF, IFC	
Qatar		UNDP, UNESCO	
Republic of Korea	UNDP/UNFPA	UNICEF, WHO	
Romania	UNDP/UNIC		
Rwanda	UNDP/UNFPA/UNICEF/WFP/ UNV	UNHCR, WHO, FAO, IBRD, ECA (MULPOC)	
Samoa	UNDP/FAO/UNESCO	WHO	
Sao Tome and Principe	UNDP/WFP	WHO, UNICEF	Construction of common premises under way. UNDP and UNICEF have committed funds.
Saudi Arabia	UNDP/UNHCR/WFP	UNICEF, WHO, IBRD	
Senegal	UNDP/UNFPA/WFP/UNIDO/ UNIFEM/UN/CAF/UNSO/ UNCDF	UNHCR, FAO, ILO, UNESCO, UNICEF, ICAO, UNIC, WHO, IBRD, UNITAR, ITU	
Sierra Leone	UNDP/UNFPA/WFP/UNIDO/ WHO	UNICEF, UNHCR, FAO	Negotiations are under way on new building which when completed will house all United Nations agencies except UNICEF.
Singapore		WHO	
Somalia	UNDP/UNFPA	UNHCR, FAO, IBRD, UNICEF, WHO, WFP, IMF	Construction of common premises under way. UNDP, UNFPA, UNICEF have committed funds for renovation in order to move into common premises.
Sri Lanka	UNDP/UNFPA/WFP/UNIC/ FAO/UNIDO/ILO/UNV	WHO, IBRD, IMF, UNICEF, UNHCR	

Country	Sharing	Separate premises	Remarks
Solomon Islands		WHO*	
Sudan	UNDP/WFP/UNIC/UNIDO	UNHCR, FAO, WHO, IBRD, UNICEF, IMF	
Suriname		WHO	
Swaziland	UNDP/UNFPA/WFP	UNHCR, WHO, UNICEF	
Syrian Arab Republic		UNDP, UNICEF, UNFPA, WFP, FAO, WHO, UNDOF, UNTSO	
Thailand	UNDP/UNFPA/WFP/UNIC/ UNIDO/ILO/UNHCR/UNEP/ ESCAP	IBRD, ICAO, UNESCO, UNICEF, WHO, FAO	
Togo	UNDP/UNFPA/UNIDO/UNV/ DDS	UNICEF, WFP, UNHCR, IBRD, IMF, UNIC, WHO, FAO	Discussions under way between Government and JCGP members on premises or land for construction.
Tonga		WHO*	
Trinidad and Tobago		UNDP, FAO, WHO, ILO, UNIC, ECLAC	
Tunisia	UNDP/UNFPA/WFP/UNIC	UNICEF, UNHCR, FAO, UNESCO, UNEP	
Turkey	UNDP/UNFPA/WFP/ILO/ UNIC/FAO/UNIDO/WHO	UNHCR, IBRD, UNICEF	
Uganda	UNDP/UNFPA/WFP	UNHCR, IBRD, IMF, WHO, UNICEF, FAO	
United Republic of Tanzania	UNDP/UNFPA/WFP/UNIDO	UNHCR, FAO, ILO, WHO, IBRD, UNESCO, UNICEF	
Uruguay		UNDP, FAO, ILO, WHO, ECLAC, IMF, UNESCO	
Vanuatu		WHO,* ESCAP (EPOC)	

Country	Sharing	Separate premises	Remarks
Venezuela		UNDP, WHO, UNESCO, UNHCR, UNICEF	
Viet Nam	UNDP/UNIDO	UNICEF, UNFPA, WFP, FAO, WHO, UNHCR	
Yemen	UNDP/UNFPA/WFP	UNICEF, WHO, FAO	
Yugoslavia	UNDP/UNIC	UNHCR	
Zaire	UNDP/UNFPA/ILO/WFP/ UNHCR/UNIC/UNIDO/FAO/ UNESCO	IBRD, UNICEF, WHO	Negotiations under way for construction of common premises using private sector funding.
Zambia	UNDP/UNFPA/WFP/UNIDO	UNHCR, WHO, ILO, FAO, UNESCO, UNIC, ECA (MULPOC), UNICEF, IBRD, IMF	Construction of common premises reaching final stage.
Zimbabwe	UNDP/UNFPA/WFP/UNIDO	UNHCR, FAO, WHO, UNIC, UNESCO, IBRD, ITU, UNICEF	

* Liaison Office.

** National Coordinator.

a/ It is WHO policy, developed in consultation with its Member States, to place whenever possible the WHO Representative Office in or near the Ministry of Health, in order to maximize the technical advice and support provided by the Office to national health administrations for national health programmes development.